



HOUSE OF LORDS

Business Plan 2016/17

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Foreword from the Clerk of the Parliaments

This Business Plan sets out the work and initiatives planned by the House of Lords Administration for the financial year 2016/17 in order to meet our objective “to enable the House and its members to carry out their parliamentary functions effectively”. This plan was prepared before the European Union referendum. Clearly the outcome of the referendum will have implications for the work undertaken by the House of Lords Administration. The extent of that work is not yet clear. However, the agility and flexibility of the Administration and its staff and its ability to manage new priorities is nothing new and I have every confidence that the Administration will rise to the challenge of supporting the smooth operation of the House whatever the circumstances.

In the autumn we will be working with members to revise the Administration’s Strategic Plan to ensure that it reflects current priorities and is closely aligned with the House of Commons Strategy 2016–21. We continue to work closely with the House of Commons, and a team drawn from both Houses is undertaking detailed work exploring the options for further joining up of services.

Preparations are progressing well to support the two Houses in whatever decision they make about how to restore and renew the Palace of Westminster. We also continue to put significant effort into conserving and maintaining the building in the interim, ensuring that it is a safe place to work and visit and that we minimise the risk of disruption of Parliamentary business before that essential work is undertaken.

One of the benefits I hope that the Restoration and Renewal Programme will deliver is improved accessibility to the Parliamentary Estate. However, in the meantime I remain committed to improving accessibility where possible, and improving our record on diversity and inclusion is a priority in the year ahead. The Management Board will be setting ambitious diversity and inclusion goals for the Administration, and we have just recruited a new manager to support us in this important work.

In the past few years the Administration has delivered on ambitious savings targets and we will continue to pursue savings in the coming financial year, both by seeking further efficiencies as part of our business as usual activity and through a Parliament-wide efficiencies programme.

I look forward to working on these issues with the new member committees recommended by the Leader’s Group on Governance, and to implementing the Group’s vision for a system of domestic governance which delivers clarity and transparency and seeks to ensure that members feel engaged in decision-making processes.

David Beamish

29 June 2016

Introduction

Our Aim, Objectives and Values

The strategic aim of the House of Lords Administration is to enable the House and its members to carry out their parliamentary functions effectively. To achieve our strategic aim we will pursue the following strategic objectives, as described in the Strategic Plan 2014–19:

- Effectiveness – with impartiality, support and strengthen the House in performing its core functions of:
 - scrutinising and amending legislation;
 - holding the executive to account;
 - debating public policy.
- Efficiency – make efficient use of human, physical and financial resources.
- Restoration, Renewal and Stewardship – jointly with the House of Commons, deliver a policy for restoring and renewing the Palace of Westminster.
- Engagement – communicate and foster engagement with the work of the House as an effective second Chamber at home and abroad.
- Partnership – play a full part in the functioning of the United Kingdom Parliament as a whole.

In delivering our aim and objectives, we are also guided by the following values and principles:

- Respect for the constitutional importance and dignity of Parliament.
- Professional excellence.
- Honesty, impartiality and integrity.
- Openness and accountability.
- Fairness and respect for all staff.
- Obtaining value for money while recognising our corporate responsibility to wider society.
- Environmental sustainability.

Corporate priorities

1. Corporate activity

During the year, we will adopt a new strategy for the Administration for the period 2016-2021. This will refresh and replace the current Strategic Plan,¹ and apply to business planning for the 2017/18 period. Our new strategy will be closely aligned with revised strategies for the House of Commons and digital matters across Parliament.

We will see an increasing emphasis on joint working with the House of Commons in line with our strategic commitment to partnership with the Commons. Relevant activities are indicated in the Business Plan, including co-operation between the Management Board and House of Commons Board on corporate initiatives, such as change and resourcing for change, portfolio monitoring and achieving efficiencies. The possibility of establishing more shared services will continue to be considered, as recommended by the House Committee and House of Commons Governance Committee.

In addition to these corporate activities, we expect to implement new governance arrangements for domestic committees; to continue our commitment to controlling costs; to make the Administration more diverse and inclusive; and to pursue vigorously the renewal and restoration of the Palace of Westminster, in line with decisions taken by both Houses.

2. Changes to governance and new office holders

The report of the Leader's Group on Governance, chaired by Baroness Shephard of Northwold, was published in January 2016.² The Group was set up by the Leader of the House in March 2015 to consider governance arrangements in the House of Lords, and in particular, the operation of the domestic committees, which have responsibility for the governance of facilities and services provided to members.

The aim of the Group was to achieve clarity of remits for the domestic committees, and clarity of roles for committee members. The Group proposed a smaller number of committees with clear demarcations of responsibility and a clear hierarchy. The Group's vision was for a small cadre of members with the time, interest and expertise necessary to engage with domestic committee matters on behalf of the House, in partnership with the staff. To give effect to this vision the Group recommended:

- A senior committee to set the strategy of the House and the Administration and to monitor the performance of the Administration against agreed targets;
- Two supporting committees, one dealing with all aspects of services for members to be called the Services Committee; the other a Finance Committee;
- Two new posts: a chair for each of the Services Committee and the Finance Committee, and changes to the role of the Chairman of Committees (to be known as Senior Deputy Speaker).

¹ House of Lords Administration Strategic Plan 2014–19: www.parliament.uk/documents/lords-information-office/2013/House-of-Lords-Strategic-Plan-2014-19.pdf

² Leader's Group on Governance, [Governance of Domestic Committees in the House of Lords](#), session 2015–16, HL Paper 81, 13 January 2016

The Leader of the House subsequently led discussions on the implementation of the Group's recommendations, and a debate took place on 9 May 2016. The House Committee published its report on implementing the Group's recommendations on 6 July 2016.³ The necessary changes were made before the summer recess, to take effect from 1 September 2016.

3. Savings

This Business Plan is underpinned by a financial plan which was agreed by the House Committee in December 2015 and is reproduced at the end of this plan. The Financial Plan is subject to a financial remit first agreed by the House Committee in 2010. This represents the House's response to the public sector savings challenge as follows:

“We will adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances, including increased attendance.”

So far the House has more than met this remit. This amounts to a 14% budget saving in real terms comparing 2010/11 with 2015/16, despite a 10% increase in average attendance by members comparing 2010/11 with 2014/15 and opening a new building (Millbank House). Notable savings have been achieved in the costs of the catering and retail service and printing and publishing.

4. Diversity and inclusion

Diversity and inclusion will be a key priority for the Administration in 2016/17. In December 2015 the Management Board agreed to conduct a full consultation exercise in order to develop a diversity and inclusion plan which had the support of the widest range of stakeholders. In the meantime the Board has engaged proactively with the Parliamentary Workplace Equality Networks on a number of corporate matters, including the development of a new Strategy for the Administration. A diversity and inclusion manager is to be appointed and will be tasked with developing this work as a priority during the same period.

5. Joint working with the House of Commons and other reviews

Following a recommendation by the House of Commons Governance Committee, the Clerks of the two Houses agreed a review of joint working which commenced in April 2015. The first stage of the review finished in September 2015 and concluded that there was the potential for more efficiency, less bureaucracy and increased opportunities for staff through further joint working in some areas. In response, the House Committee and the House of Commons Commission agreed that further work should be conducted, including examining in further detail the case for joint working in several agreed areas and a programme team was established to coordinate the second stage of work, which will continue in 2016/17.

³ House Committee, 1st Report of session 2016–17, [Implementing the Recommendations of the Leader's Group on Governance](#), 6 July 2016, HL Paper 19

In the meantime, the Management Board and the House of Commons Executive Committee agreed to establish an Efficiencies Programme, with the objectives of freeing up resources to deliver priorities and tackling inefficiencies in ways of working and delivery, and a new Parliamentary Enterprise Programme Management Office to support the successful delivery of programmes and projects across Parliament. Both of these decisions will be implemented during 2016/17.

At the end of April 2016 the Director General of the House of Commons published the outcome of his Review of the House of Commons Service. Any structural changes in the Commons, including changes to the delivery of shared services, are likely to have a significant impact on the work of the Administration. The Administration will continue to engage with the Commons on this area as a priority in 2016/17.

6. Restoration, Renewal and Stewardship

In October 2012, the House of Commons Commission and House Committee considered the report of the study group appointed to examine options for the essential refurbishment of the Palace of Westminster. The Commission and House Committee agreed not to consider the options to do nothing or to move Parliament to a new permanent location. They also agreed that an independently produced costed appraisal of three high-level options for restoration and renewal of the Palace should be commissioned. An options appraisal, undertaken by a consortium led by Deloitte Real Estate, was published in June 2015. A Joint Committee on the Palace of Westminster was then established to consider the options. A report making recommendations on the preferred way forward to both Houses is expected in due course.

Meanwhile the planning and delivery of essential works relating to the historic Palace has continued, including the maintenance of mechanical and electrical services, the repair of the cast iron roofs, and the programme of fire safety improvement works. At the beginning of 2016/17 the Management Board and the House of Commons Board also considered proposals to establish a Strategic Estates Portfolio in order to manage the dependencies between the major Strategic Programmes (notably Restoration & Renewal, the decant solution, the House of Commons Northern Estate Programme, the Parliamentary Archives Accommodation Programme, and Relocation Contingencies Programme) and to ensure that Parliament successfully oversees the necessary building refurbishments, in particular that of the Palace of Westminster itself. The two Boards agreed to commission further work to consider appropriate governance mechanisms and resourcing for Strategic Estates.

The Restoration & Renewal programme is supported by the Parliamentary Procurement and Commercial Service (PPCS), Parliament's centre of excellence for procurement and contract management. Working in partnership with budget holders, project leaders and contract managers, PPCS ensures that, through the application of professional procurement skills and knowledge, procurement processes are compliant and contracts are delivered to requirements.

Our Strategic Tasks

As well as strategic objectives, the Strategic Plan describes a number of strategic tasks that underpin delivery of the strategic objectives in support of our aim. The next section of this Business Plan sets out our core activities for the planning period in delivering these strategic tasks but we first set them out in full for reference.

Strategic tasks of the Administration to 2019

1. Effectiveness

To support the House's core functions we will:

- a) In a timely manner, provide Members with the support services and information they need to carry out their core parliamentary work.
- b) Exploit developments in digital, information management and data systems to enable Members and staff to work in more flexible and cost-effective ways.
- c) Propose and advise on improvements to the procedures and working practices of the House so as to strengthen its scrutiny of the executive and of legislation.
- d) Work with professionalism and with confidence in our ability to innovate, and be an open and diverse organisation.

2. Efficiency

To make best use of human, physical and financial resources we will:

- a) Make flexible use of resources to meet the House's changing priorities.
- b) Recruit and retain good staff and make best use of pay and reward to that end.
- c) Adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances, including increased attendance.
- d) Continuously seek to improve value for money and to identify inefficiencies and waste.

3. Restoration, Renewal and Stewardship

To deliver a policy for restoring and renewing the Palace of Westminster we will:

- a) Give priority to works projects which ensure fire safety, mitigate the worst mechanical and electrical risks, and restore the Cast Iron Roofs.
- b) With the House of Commons, support the House in making and implementing decisions on the independent options appraisal for restoration and renewal of the Palace of Westminster.
- c) Implement a programme of extending and renovating office space for members.
- d) With the House of Commons, decide on options for the future location of the Archives collection and services.
- e) In the context of restoration and renewal, develop collections care and management programmes which balance preservation and public access goals.

4. Engagement

To communicate the work of the House and engage with the public we will:

- a) Use online channels to promote a recognisable corporate image for the House of Lords and to explain its work.
- b) Develop effective interactions between members of the House and the public.
- c) Explain the work of the House in its own voice through targeted outreach and educational programmes.
- d) Take advantage of commemorative events to enhance public understanding of the work of the House.

5. Partnership

To play a full part in the functioning of Parliament we will:

- a) Work jointly with the House of Commons Service, and where possible amalgamate, when doing so improves services or provides value for money and does not compromise our objectives or the House of Lords' voice.
- b) Engage and exchange best practice with other Parliaments and Assemblies.

The Business Plan and other corporate publications

This Business Plan is one of a number of publications setting out the House's corporate policies and is the last plan to be produced under the current Strategic Plan, which covers the period 2014-19. The Annual Report of the House of Lords sets out the progress of the Administration in carrying out the business plan in the course of the previous financial year. The most recent report covers 2014/15.⁴ The Resource Accounts of the House of Lords for 2014/15 are also published.⁵ The annual report and resource accounts for the 2015/16 period will be published in summer 2016, and those which relate to the period of this business plan will be published in summer 2017. All these documents are available at www.parliament.uk.

⁴ HL Paper 23, Session 2015/16: www.parliament.uk/documents/lords-information-office/2015/HouseofLords-Annual-Report-201415.pdf

⁵ HL Paper 26, Session 2015/16: www.parliament.uk/documents/lords-information-office/2015/HL-resource-accounts-2014-15.pdf

Business Plan 2016/17–2018/19

Effectiveness

With impartiality, we will support and strengthen the House in performing its core functions of scrutinising and amending legislation, holding the executive to account and debating public policy.

In a timely manner, we will provide Members with the support services and information they need to carry out their core parliamentary work.

Business area	Deliverable	Target Date	Responsible
Library	<ul style="list-style-type: none"> Continue to deliver high quality reference and research services, with refinements to the Library’s proactive research products, and a strong focus on staff training to ensure the Library maintains the appropriate levels of specialist expertise to support members’ parliamentary work. 	2016/17	Director of Library Services
	<ul style="list-style-type: none"> Continue to develop the Library’s collections to ensure they meet the needs of users and achieve value for money by utilising improved data on Library usage. 	2016/17	
	<ul style="list-style-type: none"> Promote Library Information Desks as key source of advice on services and facilities. 	2016/17	
Legislation	<ul style="list-style-type: none"> Support the House and relevant select committees in engaging with proposals to reform the House’s role in scrutinising secondary legislation. 	2016/17	Clerk of Delegated Legislation
	<ul style="list-style-type: none"> Provide high quality support for the House’s scrutiny of the High Speed 2 Bill, including the select committee on the Bill. 	2016/17	Clerk of Legislation
	<ul style="list-style-type: none"> Meet and manage increased demand from Members for support with their legislative scrutiny work, including with Private Members’ Bills. 	2016/17	
Business resilience and continuity planning	<ul style="list-style-type: none"> Deliver alternative options for relocation through the Relocation Contingencies Programme. <i>[jointly with the House of Commons]</i> 	By May 2017	Black Rod

Business area	Deliverable	Target Date	Responsible
Governance	<ul style="list-style-type: none"> Facilitate the election of a new Lord Speaker and implement their priorities. 	2016/17	Clerk of the Parliaments
	<ul style="list-style-type: none"> Implement the new governance arrangements for domestic committees. 		
	<ul style="list-style-type: none"> Support the new Senior Deputy Speaker. 		
	<ul style="list-style-type: none"> Assist in the appointment of a new Commissioner for Standards and provide them with effective induction and support. 	2016/17	Clerk of the Journals

Exploit developments in ICT, information management and data systems to enable Members and staff to work in more flexible and cost-effective ways.

Business area	Deliverable	Target Date	Responsible
Digital	<ul style="list-style-type: none"> Implement the Digital Strategy for Parliament 2016-2021. <i>[jointly with the House of Commons]</i> 	2016/17–2020/21	Director of Parliamentary Digital Service (PDS)
Legislation	<ul style="list-style-type: none"> With other stakeholders, including the UK Government and Scottish partners, develop and implement the new legislative drafting, amending and publishing system. <i>[jointly with the House of Commons]</i> 	2016/17–2017/18	Clerk of Legislation
Business-related programmes and applications	<ul style="list-style-type: none"> Make further improvements to Hansard's reporting suite, following its migration to Word 2013. <i>[jointly with the House of Commons]</i> 	2016/17	Editor of Debates
	<ul style="list-style-type: none"> Develop Lords Business Information System to replace the current House of Lords Business authoring application and the Registry system. 	By May 2017	Clerk of the Journals
	<ul style="list-style-type: none"> Consider successor arrangements for SPIRE, the records management function, after the supporting Meridio software ceases to be supported. <i>[jointly with the House of Commons]</i> 	2016/17	Director of Parliamentary Archives
Audio Video	<ul style="list-style-type: none"> Provide a new online video platform with more live and recorded feeds of Lords proceedings on mobile devices and PCs. 	2016/17	Editor of Debates
	<ul style="list-style-type: none"> Deliver unified communications system across Parliament. <i>[jointly with the House of Commons]</i> 	2016/17–2017/18	Director of PDS

ICT network	<ul style="list-style-type: none"> Redesign the Parliamentary ICT network. <i>[jointly with the House of Commons]</i> 	2016/17	
Service Desk	<ul style="list-style-type: none"> Review support services to deliver service improvements and achieve re-baselined resolution targets. <i>[jointly with the House of Commons]</i> 	2016/17	
Cloud	<ul style="list-style-type: none"> Deliver the majority of Parliamentary services through the Cloud. <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	
Office 365	<ul style="list-style-type: none"> Complete rollout of Office 365 across Parliament. <i>[jointly with the House of Commons]</i> 	2016/17	

Propose and advise on improvements to the procedures and working practices of the House so as to strengthen its scrutiny of the executive and of legislation.

Business area	Deliverable	Target Date	Responsible
Committees	<ul style="list-style-type: none"> Conduct a full review of the committee work of the House. 	2017/18	Clerk of Committees
	<ul style="list-style-type: none"> Establish the International Relations Committee as an additional sessional select committee. 	From May 2016	
Printing and publishing	<ul style="list-style-type: none"> Implement new in-house printing and e-publishing arrangements. 	2016/17	Clerk Assistant
Legislation	<ul style="list-style-type: none"> Implement the new Lords Amendments System, allowing Members to submit amendments to Bills online. 	2016/17	Clerk of Legislation
	<ul style="list-style-type: none"> Launch a new Lords Amendments Website, allowing Members and others to search and sort amendments, quickly check decisions on amendments, and send or tweet links to their amendments. 	2016/17	Director of PDS Clerk of Legislation

Work with professionalism and with confidence in our ability to innovate, and be an open and diverse organisation.

Business area	Deliverable	Target Date	Responsible
Corporate governance	<ul style="list-style-type: none"> • Agree and implement a new Strategy for the Administration for 2016–2021. 	2016/17–2020/21	Reading Clerk
	<ul style="list-style-type: none"> • Agree a new set of Key Performance Indicators and performance measures for the Administration, in the light of the new Strategy. 	2016/17	
	<ul style="list-style-type: none"> • Implement changes to the internal communications function. 	2016/17	
	<ul style="list-style-type: none"> • Facilitate an external review of the Management Board/Administration, taking account of corporate governance changes in both Houses. 	2016/17	Clerk of the Parliaments
	<ul style="list-style-type: none"> • Develop and implement a diversity and inclusion plan for the Administration. 	2016/17	

Efficiency

We will make efficient use of human, physical and financial resources

Make flexible use of resources to meet the House's changing priorities.

Business area	Deliverable	Target Date	Responsible
Security	<ul style="list-style-type: none"> Complete the creation of the Parliamentary Security Department and the final phase of the Security Restructuring Programme. <i>[jointly with the House of Commons]</i> 	2016/17	Director of Security for Parliament
	<ul style="list-style-type: none"> Implement new contractual arrangements with the Metropolitan Police Service for the provision of security across the Parliamentary Estate. <i>[jointly with the House of Commons]</i> 	2016/17	
	<ul style="list-style-type: none"> Continue to implement the 2014-19 Strategic Plan for Parliamentary Security. <i>[jointly with the House of Commons]</i> 	2014/15–2018/19	
	<ul style="list-style-type: none"> Deliver the Cyber Security Programme. <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	Director of PDS

Recruit and retain good staff and make best use of pay and reward to that end.

Business area	Deliverable	Target Date	Responsible
Human Resources	<ul style="list-style-type: none"> Implement changes to the pay and grading systems for House staff. 	End of 2016	Director of Human Resources
	<ul style="list-style-type: none"> Continue to implement the activities in the People Business Plan. 	2016/17	
	<ul style="list-style-type: none"> Conduct a staff survey, with follow-up engagement. 	End of 2016	

Adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances, including increased attendance.

Business area	Deliverable	Target Date	Responsible
Finance	<ul style="list-style-type: none"> Aim in successive financial planning rounds to stay within the resource control total. 	2016/17–2018/19	Finance Director
Catering and Retail	<ul style="list-style-type: none"> Continue to reduce the catering subsidy through operational efficiencies and increased revenues via income generation. Develop income generation opportunities. 	2016/17	Director of Facilities
	<ul style="list-style-type: none"> Develop further retail trading and e-commerce opportunities, including product development, banqueting marketing opportunities, income generation and online trading. <i>[jointly with the House of Commons in some areas]</i> 	2016/17	

Continuously seek to improve value for money and to identify inefficiencies and waste.

Business area	Deliverable	Target Date	Responsible
Value for money	<ul style="list-style-type: none"> Participate in Efficiencies Programme, incorporating the Continuous Improvement initiative <i>[jointly with the House of Commons]</i>. 	2016/17	Finance Director
	<ul style="list-style-type: none"> Respond to NAO VFM study of programmes and projects across Parliament. <i>[jointly with the House of Commons]</i> 	2016/17	
Procurement	<ul style="list-style-type: none"> Implement contract management governance and rules and sustainable procurement policy. <i>[jointly with the House of Commons]</i> 	2016/17	Director of PPCS

Restoration, Renewal and Stewardship

Jointly with the House of Commons, we will deliver a policy for restoring and renewing the Palace of Westminster

Give priority to works projects which ensure fire safety, mitigate the worst mechanical and electrical risks, and restore the Cast Iron Roofs.

Business area	Deliverable	Target Date	Responsible
Mitigating works projects	<ul style="list-style-type: none"> Continue to maintain mechanical and electrical services. <i>[jointly with the House of Commons]</i> 	2016/17	Director of Facilities
	<ul style="list-style-type: none"> Continue fire safety improvement works across the Estate. <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	
	<ul style="list-style-type: none"> Continue repair of cast iron roofs (Project 2). <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	
	<ul style="list-style-type: none"> Commence Priority Lift Refurbishment Programme. <i>[jointly with the House of Commons]</i> 	2016/17–	
	<ul style="list-style-type: none"> Continue Amenities Refurbishment Programme. <i>[jointly with the House of Commons]</i> 	2016/17–	
Stewardship	<ul style="list-style-type: none"> Continue restoration of encaustic tiles. <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	
	<ul style="list-style-type: none"> Continue Westminster Hall conservation works. <i>[jointly with the House of Commons]</i> 	2016/17–2017/18	
	<ul style="list-style-type: none"> Commence conservation and repair of the Clock Tower. <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	
	<ul style="list-style-type: none"> Continue conservation and repair of Chancellor’s and State Officers’ Courtyards. <i>[jointly with the House of Commons]</i> 	2016/17–2017/18	
	<ul style="list-style-type: none"> Renovate the Palace’s bronze windows. <i>[jointly with the House of Commons]</i> 	2016/17–2025/26	

With the House of Commons, support the House in making and implementing decisions on the independent options appraisal for restoration and renewal of the Palace of Westminster.

Business area	Deliverable	Target Date	Responsible
Restoration and renewal	<ul style="list-style-type: none"> Implement and deliver the preferred option for the restoration and renewal of the Palace. <i>[jointly with the House of Commons]</i> 	2016/17–2025/26	Director of Facilities

Implement a programme of extending and renovating office space for members.

Business area	Deliverable	Target Date	Responsible
Accommodation strategy	<ul style="list-style-type: none"> Revise and implement the Accommodation Strategic Principles and Plan within the context of emerging Restoration and Renewal developments and continued development of strategic decant requirements relating to restoration projects. 	2016/17	Director of Facilities
Office space	<ul style="list-style-type: none"> Complete the redevelopment of Millbank House. 	By August 2017	
	<ul style="list-style-type: none"> Decant and refurbishment of Fielden House. 	2017/18-18/19	

Decide on options for the future location of the Archives collection and services.

Business area	Deliverable	Target Date	Responsible
Archives	<ul style="list-style-type: none"> Agree preferred option for future location of Archives collection and services. <i>[jointly with the House of Commons]</i> 	2016/17	Reading Clerk

In the context of restoration and renewal, develop collections care and management programmes which balance preservation and public access goals.

Business area	Deliverable	Target Date	Responsible
Collections care and preservation	<ul style="list-style-type: none"> Continue uploading of document/archive collections to digital repository. <i>[jointly with the House of Commons]</i> Continue to undertake prioritised digitisation projects in accordance with the Digitisation Strategy. <i>[jointly with the House of Commons]</i> 	2016/17	Director of the Parliamentary Archives

Engagement

We will communicate and foster public engagement with the work of the House as an effective second Chamber at home and abroad
Use online channels to promote a recognisable corporate image for the House of Lords and to explain its work.

Business area	Deliverable	Target Date	Responsible
Website	<ul style="list-style-type: none"> Develop new Parliamentary website. 	2017/18	Director of PDS

Develop effective interactions between members of the House and the public. Explain the work of the House in its own voice through targeted outreach and educational programmes.

Business area	Deliverable	Target Date	Responsible
Strategy	<ul style="list-style-type: none"> Develop and implement a new external communications strategy. 	2016/17	Director of External Communications
Media	<ul style="list-style-type: none"> Develop the communications support provided to select committees, and continue to offer media training to select committee chairmen. 	2016/17	
	<ul style="list-style-type: none"> Explore new ways of promoting the work of the House to the media. 	2016/17	
Communications	<ul style="list-style-type: none"> Contribute to the development of the new Parliamentary website to deliver a recognisable corporate image for the House online and to explain its work. <i>[jointly with the House of Commons]</i> 	2016/17	
	<ul style="list-style-type: none"> Develop and implement a social media strategy and explore opportunities to extend the Enquiry Service to digital platforms. 	2016/17	

Take advantage of commemorative events to enhance public understanding of the work of the House.

Business area	Deliverable	Target Date	Responsible
Commemorations	<ul style="list-style-type: none"> Contribute to programme of activities to mark the centenary of the Representation of the People Act 1918. <i>[jointly with the House of Commons]</i> 	2016/17–2017/18	Director of Parliamentary Archives
	<ul style="list-style-type: none"> Contribute to programme of activities to mark the centenary of the First World War. <i>[jointly with the House of Commons]</i> 	2016/17–2018/19	

Partnership

We will play a full part in the functioning of the United Kingdom Parliament as a whole

Work jointly with the House of Commons Service, and where possible amalgamate, when doing so improves services or provides value for money and does not compromise our objectives or the House of Lords' voice.

Business area	Deliverable	Target Date	Responsible
Joint working	<ul style="list-style-type: none"> Establish an Enterprise Programme Management Office. <i>[jointly with the House of Commons]</i> 	2016/17	Finance Director
	<ul style="list-style-type: none"> Continue to explore options for further joint working. <i>[jointly with the House of Commons]</i> 	2016/17	Clerk of the Parliaments
	<ul style="list-style-type: none"> Engage with the outcome of the Director General's Review of the House of Commons Service, particularly regarding the provision of shared services by the Commons. <i>[jointly with the House of Commons]</i> 	2016/17	

Engage and exchange best practice with other Parliaments and Assemblies.

Business area	Deliverable	Target Date	Responsible
Parliamentary strengthening	<ul style="list-style-type: none"> Continue to undertake Twinning Projects with other Parliaments. <i>[jointly with the House of Commons]</i> 	2016/17	Reading Clerk

Corporate Risks

The numbers in square brackets relate to the relevant strategic objectives/tasks listed in the Administration's Strategic Plan which is set out in the Introduction. The corporate risks were reviewed and revised at the end of 2016/17.⁶

	Corporate Risk	Description	Owner
1	Governance	Failure to maintain effective governance arrangements between the Administration and members. [1]	Clerk of the Parliaments
2	Security	Disruption to the strategic plan objectives as a result of a breach in security or terrorist attack; security requirements disrupting the work of the House or members. [1]	Director of Security for Parliament
3	Buildings & Facilities	Disruption to the strategic plan objectives as a result of: <ul style="list-style-type: none"> i. failure to deliver expected benefits of Restoration and Renewal programmes and projects on time and to budget; ii. failure to deliver expected benefits of Millbank Phase Three project on time and to budget; and iii. failure to comply with Health & Safety, Fire Safety or Environmental Management legislation. [1; 3 (a) to (d)]	Director of Facilities (with business continuity input from Black Rod)
4	Staff	Disruption to the strategic plan objectives as a result of failure to: <ul style="list-style-type: none"> i. be sufficiently agile to respond to changing demand for staff and skills; ii. comply with legal requirements relating to Human Resources and relevant best practice; iii. maintain effective employee relations and staff morale; and iv. maintain an effective partnership between the Human Resources office and managers in other offices to ensure implementation of HR policies and procedures. [1 (d); 2(b)]	Director of Human Resources

⁶ On 6 February 2015 the Board formally agreed to delegate the management of the ICT corporate risk to the Director of the Digital Service; the Finance corporate risk to the Finance Director; and the Information corporate risk to the Reading Clerk in his capacity as Senior Information Risk Owner.

	Corporate Risk	Description	Owner
5	Reputation	Failure by the Administration to safeguard the image and reputation of the House of Lords. [4(a) to (c); 5(b)]	Reading Clerk
6	House of Commons	Disruption to the strategic plan objectives as a result of a failure to work effectively with the House of Commons. [3(a), (b), (d) and (e); 5(a) and (b)]	Clerk of the Parliaments

Performance Measures

The Administration operates a quarterly corporate performance reporting framework. The measures which are reported against are set out below, grouped under each of the Administration's strategic objectives. Activity data related to these measures will be made available in the Annual Report for 2015/16, which is due to be published in summer 2016. The current set of performance measures will also be reviewed following the agreement of the new Strategy for the Administration for 2016-2021.

What we measure		How we measure it
I Effectiveness		
IA	Member feedback on procedural services	Whether members say we are providing effective procedural services.
IB	Key procedural documents and briefs	Whether we are producing the information that the House needs, on time and accurately.
IC	Use and timeliness of research services	How well we are providing timely and high quality research information which assists members in their parliamentary work.
ID	Records management	Whether we are managing our information and records effectively.
IE	ICT core network availability	Whether the ICT core network is reliable.
IF	PDS response time and resolution time	Whether IT incidents are dealt with quickly and effectively.
IG	Security preparedness	The extent to which the Administration, working with the Metropolitan Police, is prepared for attempts to breach the security of the Estate.
IH	Effectiveness of corporate contingency planning and business continuity	Whether appropriate plans are in place at corporate level and are effective when called into action.
II	Effectiveness of Office contingency planning and business continuity	Whether appropriate plans are in place at Office level and are effective when called into action.

2 Efficiency

2A	Managing financial resources	Whether we manage financial resources effectively.
2B	Processing payments and payroll	Whether we pay Members, our suppliers and staff on time.
2C	Making financial information available	Whether we make key financial information available, promptly.
2D	Formal processes	Whether we complete formal processes on time, helping to indicate whether our management of staff is effective.
2E	Staff sickness rates	Whether staff feel valued and positive, leading to high presence rates.
2F	Staff turnover	Whether staff feel valued and positive, leading to low turnover rates.

3 Restoration, Renewal and Stewardship

3A	Resolution of reported works problems	Whether we deal with accommodation and facilities issues promptly.
3B	Catering and Retail Services subsidy	Whether key support services are efficient, reducing subsidy and improving service delivery.
3C	Parliament-wide environmental targets	Whether we are reducing our environmental impact: consuming less energy and water, and producing less waste.

4 Engagement

4A	Promptness of response to public inquiries	Whether we respond promptly to requests for information.
4B	Response to FOI requests	To what extent we deal promptly and appropriately with FOI requests.
4C	Speed of publication of Acts of Parliament	Whether we publish Acts of Parliament promptly after they receive Royal Assent.

5 Partnership

5A	Shared services covered by memoranda of understanding	Whether we work effectively with the Commons to manage shared services.
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In 2016/17 the Board will also receive regular updates on the following major programmes and initiatives. This list is subject to change from quarter to quarter depending on developments across the Administration and Parliament as a whole.

- Amenities Refurbishment Programme*
 - Cast Iron Roofs Programme*
 - Fire Safety Improvement Works Programme*
 - Lifts Refurbishment Programme*
 - Archives Accommodation Programme*
 - Relocation Contingencies Programme*
 - Restoration and Renewal Programme*
 - Efficiencies Programme*
 - Review of Joint Working*
-
- Member Communications
 - People Business Plan
 - Accommodation Strategy
 - Conservation projects
 - Health and Safety Policy
 - Millbank House Development

**jointly with the House of Commons*

Financial Plan 2016/17–2018/19

Budget for next three years

The House of Lords' budget over the next three years is as follows:

£m	2016/17	2017/18	2018/19
Resource	108.8	121.1	112.0
Capital	45.4	81.0	115.4

Full figures are attached (Table I).

The increases in budget arise largely from Parliament's Medium-Term Investment Plan (see below). A further increase in resource budget in 2017/18 allows for a revaluation adjustment when building work on Millbank House is complete.

Budgets for business-as-usual are largely static. Security costs will increase and there is some growth year-on-year to allow for pay, other inflation and depreciation. The budget for members' finance assumes no change to the scheme of financial support for members.

Financial remit and savings

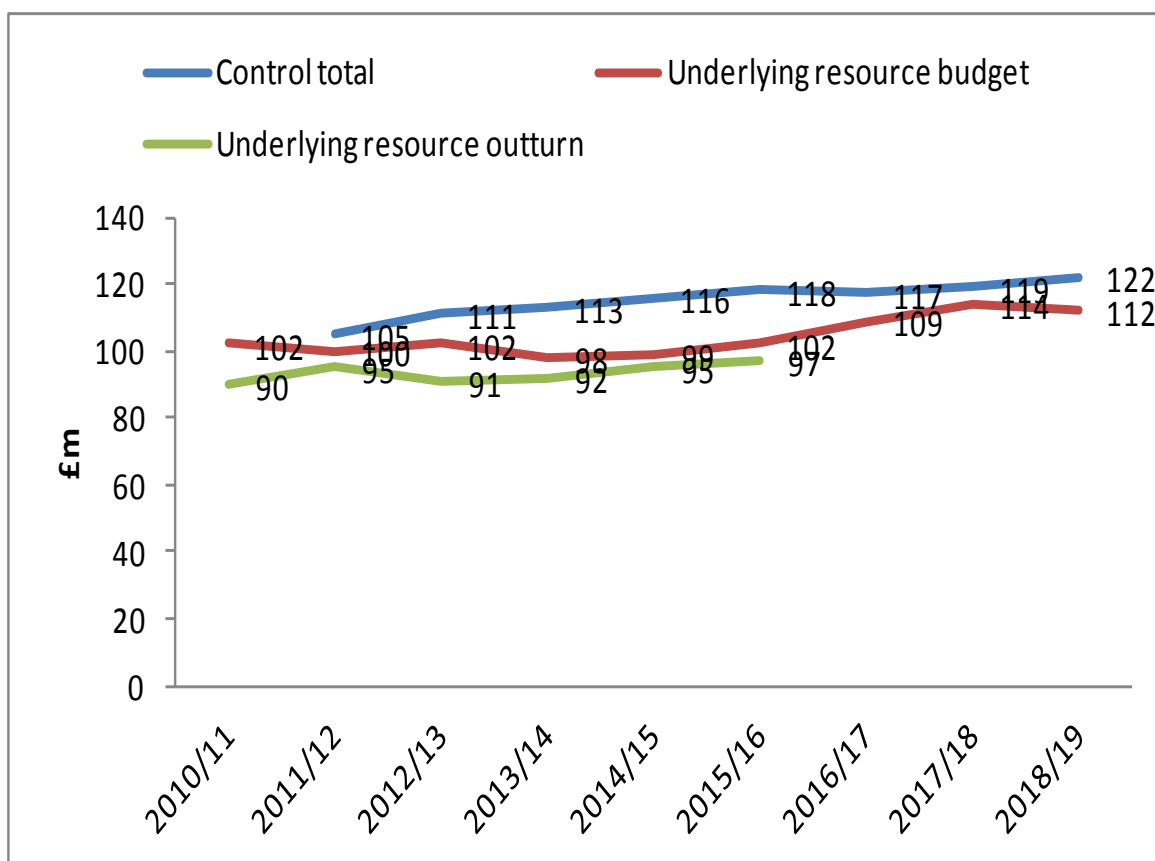
The House's Strategic Plan includes the following strategic task:

Efficiency To make best use of human, physical and financial resources we will:

- (a) Make flexible use of resources to meet the House's changing priorities.
- (b) Recruit and retain good staff and make best use of pay and reward to that end.
- (c) Adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances including increased attendance.
- (d) Continuously seek to improve value for money and to identify inefficiencies and waste.

The commitment at (c) constitutes the House's financial remit. It dates back to 2010 and so far the House has more than met it.⁷ The financial remit implies a resource control total consisting of the 2010/11 resource budget (£102m) inflated by September's 12-month CPI⁸ to give the maximum resource budget compatible with the financial remit. In fact the House's underlying resource budget and outturn⁹ have been broadly flat in cash terms; see figure below. This amounts to a 14% budget saving in real terms comparing 2010/11 with 2015/16, despite an 8% increase in average attendance by members comparing 2010/11 with 2014/15 and opening a new building.

The House is on course to save £1m on printing and publishing costs, comparing 2014/15's outturn with 2016/17's budget. The House has almost halved the net cost of its catering and retail service (£2.0m in 2007/08, £1.1m budgeted for 2016/17); the aim is to drive it below £1m. By the end of the current financial plan in 2018/19, the House's budget for running costs will still be 8% less in real terms than in 2010/11.



⁷ Excluding pension valuation adjustment in 2010/11 and revaluation adjustments for Millbank House in 2011/12 and 2017/18 and for 7 Old Palace Yard in 2015/16.

⁸ 1.5% assumed for 2016 and 2% for future years.

⁹ That is, excluding the technical adjustments listed in footnote 8.

Investment

Parliament's Medium-Term Investment Plan (MTIP) is attached. It brings together investments in the Estate and ICT plus strategic programmes for Restoration and Renewal of the Palace of Westminster, Archives Accommodation, Relocation Contingencies and the House of Commons Northern Estate. The House of Lords shares are included in the Financial Plan; Lords figures for 2019/20 are indicative.

Notes on tables

“Information Shared Services” covers the Lords shares of the costs of Broadcasting, Education, Outreach, Visitor Services and the Curator of Works of Art.

“PDS” is the Parliamentary Digital Service. “ICT” covers Digital Management (see Medium-Term Investment Plan below) and ICT for members of the House.

“Baseline” refers to the figures agreed for the relevant budget in last year's planning round. Baseline figures shown for 2018/19 are figures from 2017/18 rolled forward.

Table I

HOUSE OF LORDS										
FINANCIAL PLANS 2016/17, 2017/18 AND 2018/19										
	ANNUAL ESTIMATE 2015/16	BASELINE 2016/17	AMENDMENTS REQUESTED FOR 2016/17	VISED TOTAL FOR 2016/17	BASELINE 2017/18	AMENDMENTS REQUESTED FOR 2017/18	VISED TOTAL FOR 2017/18	BASELINE 2018/19	AMENDMENTS REQUESTED FOR 2018/19	REVISED TOTAL FOR 2018/19
Clerk of the Parliaments' Office 0101	£2,649,952	£2,557,420	(£23,337)	£2,534,083	£2,513,152	(£70,585)	£2,442,567	£2,513,152	(£76,217)	£2,436,935
Lord Speaker's Office 0201	£349,026	£350,741	£5,617	£356,358	£342,741	£5,617	£348,358	£342,741	£5,617	£348,358
Finance Department 0301	£1,763,735	£1,651,705	£129,128	£1,780,833	£1,654,794	£115,976	£1,770,770	£1,654,794	£23,720	£1,678,514
Members' Finance 0401	£21,487,000	£23,530,000	(£657,000)	£22,873,000	£22,849,000	(£670,000)	£22,179,000	£22,849,000	(£609,000)	£22,240,000
Committee Office 0501	£4,110,302	£4,119,745	£231,591	£4,351,336	£4,370,895	(£26,076)	£4,344,819	£4,370,895	(£42,521)	£4,328,374
Overseas Office 0601	£1,428,367	£1,458,009	£101,837	£1,559,846	£1,578,472	£421,837	£2,000,309	£1,578,472	£201,837	£1,780,309
Human Resources 0701	£1,394,193	£1,147,395	£393,429	£1,540,824	£1,195,395	£346,229	£1,541,624	£1,195,395	£301,229	£1,496,624
Superannuation 0801	£37,063	£37,063	£73,000	£110,063	£37,063	£75,000	£112,063	£37,063	£76,000	£113,063
Hansard 0901	£2,366,648	£2,168,332	(£88,624)	£2,079,708	£2,098,965	(£41,774)	£2,057,191	£2,098,965	(£44,774)	£2,054,191
Journal Office 1101	£2,894,547	£1,830,800	(£43,102)	£1,787,698	£1,824,680	(£54,542)	£1,770,138	£1,824,680	(£210,842)	£1,613,838
Library 1501	£2,794,471	£2,730,402	£123,740	£2,854,142	£2,729,802	£128,740	£2,858,542	£2,729,802	£123,340	£2,853,142
Information Office ¹⁰ 1502	£1,164,615	£1,094,929	(£88,246)	£1,006,683	£1,092,529	(£79,307)	£1,013,222	£1,092,529	(£75,661)	£1,016,868

¹⁰ The Information Office is now called External Communications.

	ANNUAL ESTIMATE 2015/16	BASELINE 2016/17	AMENDMENTS REQUESTED FOR 2016/17	VISED TOTAL FOR 2016/17	BASELINE 2017/18	AMENDMENTS REQUESTED FOR 2017/18	VISED TOTAL FOR 2017/18	BASELINE 2018/19	AMENDMENTS REQUESTED FOR 2018/19	REVISED TOTAL FOR 2018/19
Information Shared Services 1503	£2,646,900	£3,274,800	(£408,202)	£2,866,598	£3,274,800	(£403,202)	£2,871,598	£3,274,800	(£375,478)	£2,899,322
Legislation Office 1901	£1,439,488	£1,332,684	(£94,147)	£1,238,537	£1,297,384	(£67,437)	£1,229,947	£1,297,384	(£124,767)	£1,172,617
Parliamentary Archives 2101	£1,103,597	£1,122,750	£54,254	£1,177,004	£1,514,190	£64,616	£1,578,806	£1,514,190	£299,970	£1,814,160
ICT 3101	£3,868,000	£3,311,000	(£364,243)	£2,946,757	£2,988,000	(£515,198)	£2,472,802	£2,988,000	(£526,560)	£2,461,440
Catering and Retail Services 3301	£1,442,015	£1,264,688	(£157,521)	£1,107,167	£1,221,952	(£287,577)	£934,375	£1,221,952	(£375,061)	£846,891
Department of Facilities 3901	£1,901,134	£1,826,288	£24,444	£1,850,732	£1,844,988	£29,344	£1,874,332	£1,844,988	£34,344	£1,879,332
Black Rod's Office 4101	£1,440,036	£1,382,167	£1,066,170	£2,448,337	£1,381,517	£2,400,800	£3,782,317	£1,381,517	(£59,768)	£1,321,749
Security Costs 4501	£9,527,136	£9,444,236	£891,864	£10,336,100	£9,484,236	£914,864	£10,399,100	£9,484,236	£914,864	£10,399,100
Postal Charges 4901	£1,052,354	£1,050,354	£68,980	£1,119,334	£1,050,354	£68,980	£1,119,334	£1,050,354	£68,980	£1,119,334
Travel Costs Pending Allocation 5001	-	-	-	-	-	-	-	-	-	-
Estates and Works 5101	£50,657,813	£78,230,613	(£11,869,613)	£66,361,000	£60,272,113	£48,294,387	£108,566,500	£60,272,113	£40,273,187	£100,545,300
PDS 6101	£8,328,002	£7,819,980	£7,475,690	£15,295,670	£7,619,262	£3,831,228	£11,450,490	£7,619,262	£3,033,440	£10,652,702
Centrally Held Budgets 9101	£4,790,892	£5,957,630	(£1,298,840)	£4,658,790	£13,748,732	(£385,902)	£13,362,830	£13,748,732	£36,625,788	£50,374,520
GRAND TOTAL	£130,637,286	£158,693,731	(£4,453,131)	£154,240,600	£147,985,016	£54,096,018	£202,081,034	£147,985,016	£79,461,667	£227,446,683
Capital		£52,471,323	(£7,062,436)	£45,408,887	£33,035,295	£47,939,560	£80,974,855	£33,035,295	£82,414,530	£115,449,825
Resource		£106,222,408	£2,609,305	£108,831,713	£114,949,721	£6,156,458	£121,106,179	£114,949,721	(£2,952,863)	£111,996,858

Medium-Term Investment Plan: Investing in Parliament 2016–20

House of Commons and House of Lords

<p>The House of Commons and House of Lords plan to invest £1,036m (capital £908m, resource £128m) over the next four years to help maintain and improve the UK Parliament for tomorrow and beyond.</p>		
<p>ICT portfolio £68.7m (capital £14.6m, resource £54.1m)</p> <p>Technology supporting the business of Parliament and meeting user needs through digital delivery.</p>		
<p><i>Digital Management</i></p> <p>Delivering digital solutions that support the improved effectiveness and efficiency of the administrations of the two Houses.</p>		<p><i>Digital Platforms</i></p> <p>Developing the technology infrastructure and business processes on which digital services rely, including telephony.</p>
<p>Estates portfolio</p> <p>£521m (capital £482m, resource £39m)</p> <p>Stewardship of the evolving Parliamentary estate of land and buildings including part of the Westminster World Heritage Site.</p> <p>Fitting out additional accommodation, refurbishing old buildings, conservation, fire safety, mechanical and electrical systems, security.</p>	<p>Commons Northern Estate</p> <p>£151.8m (capital £151.2m, resources £0.6m)</p> <p>Renewing and unifying the Commons estate north of Westminster Bridge.</p>	<p>Archives Accommodation Programme</p> <p>£72m (capital £68m, resource £4m)</p> <p>Relocating the Parliamentary Archives to reduce risk to the records, improve public access and generate a greater understanding of Parliament.</p>
	<p>Restoration & Renewal</p> <p>£213m (capital £192.5m, resource £20.5m)</p> <p>To protect the heritage of the Palace of Westminster and ensure it can continue to serve as home to the UK Parliament in the 21st century and beyond.</p>	<p>Relocation Contingencies Programme</p> <p>£9.1m (all resource)</p> <p>Developing plans for business continuity in Parliament as part of its standard operational procedures.</p>
<p>The two Houses are also investing in developing their people through the House of Commons People Strategy and the House of Lords People Business Plan.</p>		

Estates Portfolio: Resource

	2016/17			2017/18			2018/19			2019/20		
	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s
Accommodation	30	–	30	–	–	–	34	3	36	–	–	–
Annual	1,040	694	1,734	–	–	–	–	–	–	–	–	–
Conservation	193	129	322	359	239	598	698	459	1,147	596	397	993
Fire and Safety	293	195	488	295	197	492	186	124	311	50	33	83
Mechanical and Electrical	15	10	25	60	40	100			–	10	6	16
Other	896	941	1,837	2,481	1,364	3,845	2,488	1,368	3,856	2,533	1,398	3,931
Property	519	58	577	–	–	–	–	–	–	–	–	–
Roofs	54	–	54	–	–	–	–	–	–	–	–	–
Security	460	30	490		–	–	–	–	–	–	–	–
Subtotal of projects	3,502	2,057	5,558	3,196	1,840	5,035	3,396	1,953	5,349	3,188	1,835	5,023
Adjustment for Inflation	–	–	–	326	187	513	525	302	828	686	395	1,080
Adjustment to match baseline	–	–	–	162	589	751	(238)	361	122	(191)	387	196
Risk and optimism bias	–	–	–	–	–	–	–	–	–	–	–	–
Subtotal	3,502	2,057	5,558	3,683	2,616	6,299	3,683	2,616	6,299	3,683	2,616	6,299
Obsolescence adjustment	1,701	1,135	2,835	2,803	1,768	4,572	2,659	1,595	4,253	1,768	1,149	2,917
Total	5,202	3,191	8,393	6,486	4,384	10,871	6,342	4,211	10,552	5,451	3,764	9,216

Estates Portfolio: Capital

	2016/17			2017/18			2018/19			2019/20		
	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s
Accommodation	5,941	8,488	14,429	26,398	17,576	43,974	19,802	7,238	27,040	24,796	3,226	28,022
Annual	185	124	309	–	–	–	–	–	–	–	–	–
Broadcasting and communications	24	–	24	15	10	25	15	10	25	–	–	–
Conservation	8,181	5,782	13,964	11,389	7,843	19,232	10,879	7,231	18,110	11,349	7,566	18,916
Fire and Safety	8,566	5,812	14,378	14,765	8,377	23,142	11,923	5,815	17,738	1,882	793	2,675
Lifts and escalators	497	332	829	54	36	90	54	36	90	8	5	13
Mechanical and Electrical	3,198	1,895	5,093	10,267	4,109	14,376	7,601	4,847	12,448	3,364	1,077	4,441
Other	339	133	472	192	128	320	185	124	309	68	45	113
Roofs	6,159	4,056	10,215	8,581	5,687	14,268	15,095	6,730	21,826	13,786	5,840	19,626
Security	434	290	724	1,291	261	1,552	20	13	33	704	319	1,023
Subtotal of projects	33,525	26,912	60,437	72,951	44,026	116,977	65,574	32,044	97,618	55,956	18,873	74,829
Adjustment for Inflation	–	–	–	7,433	4,486	11,918	10,146	4,958	15,103	12,036	4,059	16,095
Risk and optimism bias	2,264	1,256	3,520	19,659	11,046	30,704	31,104	12,134	43,238	15,519	3,665	19,184
Staff costs classified as capital costs	566	435	1,001	566	475	1,041	566	475	1,041	566	475	1,041
Obsolescence adjustment				(2,803)	(1,768)	(4,572)	(2,659)	(1,595)	(4,253)	(1,768)	(1,149)	(2,917)
Total	36,355	28,603	64,958	97,805	58,264	156,069	104,730	48,017	152,748	82,309	25,924	108,233
Estates portfolio total capital and resource	41,557	31,794	73,351	104,292	62,648	166,940	111,072	52,228	163,300	87,760	29,688	117,448

Notes on programmes

Accommodation: Ongoing preparation for the refurbishment of the West Front of the Palace of Westminster and commencing the refurbishment of 5 Great College St which will be brought into use for the first time for the House of Lords following integration with Millbank House. Parliamentary Estates Department will refurbish 1 Canon Row and continue to support the Northern Estate Programme. Work will continue on a design to provide a canopy to protect visitors queuing at the Visitor Reception Building from poor weather.

Conservation: Parliamentary Estates Department will continue conservation works in Westminster Hall, the replacement of encaustic tiles, the refurbishment of the benches in the House of Lords' Chamber, stone conservation in the Palace courtyards, essential repairs to historic windows throughout the Palace and will carry on with preparations for the refurbishment of the Elizabeth Tower.

Fire and safety: Works in the Palace of Westminster will mitigate risks to life safety in advance of the Restoration and Renewal Programme and includes essential works in the underground car park, installation of sprinkler system in the basement and improvements to the fire detection and voice alarm systems. Works of a similar nature across the remainder of the Estate will be completed by December 2018 and will also include measures for property protection.

Lifts and escalators: Parliamentary Estates Department will carry on with preparation for the refurbishment of passenger lifts across the Estate, prioritising those with obsolete control equipment or a history of recurring breakdowns.

Mechanical and electrical (M&E): Parliamentary Estates Department will complete the Medium Term M&E Programme reducing the risk of failure of critical systems in the Palace of Westminster. Parliamentary Estates Department is also working to increase the resilience of services across the Estate and to improve the performance of systems through works such as the replacement of the lighting controller in Portcullis House and works to the Lords' Chamber air handling system.

Roofs: Work continues to refurbish the cast iron and flat roofs of the Palace of Westminster, and complete investigations into the atrium roof of Portcullis House. Work also continues to determine what works are required to the bronze roof of Portcullis House.

Security: Parliamentary Estates Department continues to upgrade and extend Parliament's security systems and equipment, further mitigating of risks and generally improving the physical measures which ensure a secure and safe working environment for Parliament.

Broadcasting and communications: Parliamentary Estates Department continues to make improvements to the Annunciator and Division Bell systems and is developing a programme of works to replace sound systems in the Committee Rooms and to ensure a robust sound and recording system for both Chambers.

Property: This is to fund essential real estate activities over the period, including fees to re-gear the lease for 7 Millbank and carry out the annual asset valuation to support the balance sheet.

Other: Parliamentary Estates Directorate will improve the visibility and location of signage for all types of visitors to the Parliamentary Estate, continue with the designs to replace the refrigerator systems used by the catering departments of both Houses and complete a number of other minor projects.

Annual: This will fund minor works carried out by the Maintenance & Operations team, feasibility studies, historic building inspections, measured surveys, condition surveys, State Opening of Parliament, the conservation of historic furniture and development of collection care methods and the purchase of furniture.

Risk & Optimism Bias/Obsolescence Adjustment: Project budgets allow for risk and optimism bias in line with Treasury guidelines. Resource budgets also allow for obsolescence which is an accounting adjustment that arises in respect of capital work undertaken on the Palace of Westminster.

Digital Management: Resource

	2016/17			2017/18			2018/19			2019/20		
	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s
Customer Service	447	192	639	273	117	389	312	134	446	105	45	150
Estates R&R Technology Readiness	273	117	390	770	330	1,099	733	314	1,048	315	135	450
Resource Management	697	299	996	781	335	1,116	475	203	678	470	201	671
Audio Visual	167	101	268	168	102	269	146	63	209	42	18	60
Chambers, Committees and Research	683	293	975	1,070	459	1,529	1,228	526	1,754	1,438	616	2,054
Archives and Catalogues	175	75	250	343	147	490	567	243	810	175	75	250
Data and Search	228	98	326	371	159	530	401	172	573	326	140	466
Corporate Workflow	635	272	908	722	309	1,032	87	37	125	88	38	126
Subtotal of projects	3,305	1,446	4,752	4,498	1,958	6,456	3,950	1,693	5,643	2,958	1,268	4,226
Adjustment to match baseline	(210)	(90)	(300)	(1,411)	(605)	(2,016)	(814)	(349)	(1,163)	178	76	254
Central Staff provision	280	120	400	280	120	400	280	120	400	280	120	400
Small Project funding	140	60	200	140	60	200	140	60	200	140	60	200
Total	3,515	1,536	5,052	3,507	1,533	5,040	3,556	1,524	5,080	3,556	1,524	5,080
Control Total¹¹			5,051			5,040			5,080			5,080

¹¹ The Digital Service is in a period of transition for its digital portfolio and this structure represents the current thinking on the most appropriate future governance arrangements. During this financial year we will be moving from the current governance to new arrangements and the final structure will be determined and transitioned to in-year.

Digital Management: Capital

	2016/17			2017/18			2018/19			2019/20		
	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s
Customer Services	-	-	-	-	-	-	46	20	65	-	-	-
Estates R&R Technology Readiness	41	18	59	42	18	60	21	9	30	-	-	-
Audio Visual	1,375	750	2,125	258	110	368	787	400	1,187	308	132	440
Chambers, Committees and Research	35	15	50	35	15	50	35	15	50	35	15	50
Corporate Workflow	35	15	50	25	11	36	-	-	-	-	-	-
Subtotal of projects	1,486	797	2,283	360	154	515	888	444	1,332	343	147	490
Adjustment to match baseline				168	72	240	(308)	(132)	(440)	357	153	510
Total	1,486	797	2,283	528	226	755	580	312	892	700	300	1,000
Digital Management Portfolio Total Capital and Resource	5,001	2,334	7,335	4,035	1,759	5,795	4,136	1,836	5,972	4,256	1,824	6,080

Notes on programmes

Customer Service

Education and Member Tour Bookings: The provision of a new bookings and administration system and associated processes to support the Education and Member tour bookings business functions.

Catering: Rationalise stock control systems to a common platform and processes with enhanced mobile technology stock-taking support. Stock integration with the existing finance solution. Upgrade of EPOS systems and introduction of alternative payment methods, together with integration with the existing finance solution. Digitising manual catering procurement processes and integrating order placing and receipting with the existing finance solution. More real-time, accurate management information on stock levels and order status. Renewing and updating the Events Management system for both Houses, including finance solution integration in accordance with banqueting rules.

Estates R&R Technology Readiness

Computer Aided Facilities Management (CAFM): Replace the current third-party support and development contract. Produce a strategic options paper to initiate a project to implement a strategic CAFM platform for long-term use by Facilities.

Moves: Implementation of a new moves and accommodation management ICT system.

Building Information Modelling (BIM): Identifying all Facilities information assets, integrating the information across systems, and delivering a common platform for consuming information. Secure ICT solution for sharing Estates project and maintenance information with external parties. Critical enabler for BIM to support major Estates programmes.

Workflow Management: Electronic change/workflow management system to support the adoption of New Engineering Contract (NEC) standards for construction contracts by Facilities.

Resource Management

Strategic Workforce Planning: To deliver transformational change across a range of workforce-related functions, including development, appraisals and recruitment.

HR, Payroll and Finance Strategic Change and Lifecycle Management: To undertake a strategic review of HR and Finance systems and propose a long term approach, which might be to provide a single finance and/or HR and Payroll system for both Houses, a new ERP or improvements to the existing solution. At the very least, the project will maintain the lifecycle of these critical business support systems.

Time Recording: To replace the existing Department of Facilities system with a new clocking system and introduce a system for time and labour scheduling.

Audio-Visual

AV Archive Digitisation and Storage: Digitises broadcast media assets currently held on tape, to preserve and make accessible for future generations.

Chamber Sound System/Cameras: Upgrades end-of-life audio equipment and systems and introduces and integrates new cameras providing angles that offer greater immediacy of coverage.

Central Technical Area: Moves broadcast facilities currently located in the basement of 7 Millbank, including TV galleries, upgrading and future-proofing at the same time.

Committee Room Upgrades/Remote Committee Coverage/Video Conferencing: Upgrades end-of-life equipment and systems and enables single-operator broadcastable coverage; allows video record of meetings in remote venues; upgrades video conferencing facilities, allowing for centralised control outside Committee room.

Annunciator Graphics Replacement: Replaces end-of-life, out-of-support graphics engine for Annunciator Service.

Chambers, Committees and Research

Hansard: To deliver, bed in and enhance the upgraded Hansard Reporting suite and new printing and publishing mechanisms for the Official Reports of both Houses, following the cessation of contracts in March 2016.

Commons Business Papers: To replace and enhance the Votes & Proceedings and Parliamentary Questions e-Tabling applications, which have reached end of life, as well as continuing to extend the digital options available for Members when using the services of the Table and Journal Offices.

Lords Business Papers: To replace and enhance the Lords Business Paper and Lords Registry applications, which have reached end of life and are proving increasingly costly and difficult to support. In addition, the intention will be to bed in and enhance the new Papers database, which is due to go live during 2016.

Committees: To deliver, bed in and enhance the new drafting and publishing tools for producing Committee Reports, which went live ahead of the cessation of contracts in March 2016.

Bills: To deliver new and enhanced drafting capabilities for Bills and Acts, in collaboration with the Government and the Scottish Parliament and Government.

Archives and Catalogues

Library Management System Replacement: Both Libraries use the same library management system to manage their catalogues, holdings and acquisitions. The current system will need to be re-tendered at the end of the current contracts.

Archives Catalogue System Replacement: Lifecycle replacement of core Archives business system which is coming to end-of-life, with attendant opportunity to improve user experience and achieve internal efficiencies by developing and enhancing systems surrounding user registration, ordering archives, digitisation, archive delivery and preservation.

Data and Search

Indexing and search: Delivers enhancements to Parliamentary Search on the Web. Improves performance of the indexing application so that subject tagged content can be made available to Parliamentary Search users more promptly whilst also freeing up indexers' time to do other things of benefit to Parliamentary Search users and others.

Corporate Workflow

Electronic document and records management system replacement: To replace the current SPIRE technology and reduce the risk to Parliament arising from the approaching end of life of the existing solution.

Digital Platforms: Resource

	2016/17			2017/18			2018/19			2019/20		
	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s
Cyber Programme	4,241	1,817	6,058	3,396	1,455	4,851	1,528	655	2,183	1,528	655	2,183
Enabling Technology	284	122	406	350	150	500	350	150	500	350	150	500
Infrastructure Renewal	3,396	1,455	4,851	3,158	1,354	4,512	2,111	905	3,016	2,145	919	3,065
IT Storage Rationalisation – O365	518	222	740	–	–	–	–	–	–	–	–	–
Unified Communications Project	321	138	458	–	–	–	–	–	–	–	–	–
Total	8,759	3,754	12,513	6,904	2,959	9,863	3,989	1,710	5,698	4,023	1,724	5,748

Digital Platforms: Capital

	2016/17			2017/18			2018/19			2019/20		
	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s
Cyber Programme	240	103	342	91	39	130	–	–	–	–	–	–
Infrastructure Renewal	6,221	2,666	8,887	–	–	–	247	106	353	–	–	–
IT Storage Rationalisation – O365	14	6	20	–	–	–	–	–	–	–	–	–
Total	6,475	2,775	9,250	91	39	130	247	106	353	0	0	0
Digital Platform Total Capital and Resource	15,234	6,529	21,763	6,995	2,998	9,993	4,236	1,815	6,051	4,023	1,724	5,748

Notes on programmes

Cyber Programme: Bring about a step change in Parliament's cyber security capability.

Enabling Technology: Robust, integrated open data and search services.

Infrastructure Renewal: Transforming core technology to provide for Parliament's digital services.

IT Storage Rationalisation: Completing Parliament's transition to Office 365.

Unified Communications: Mobile enabled telephony solution to integrate with our business applications.

Strategic Programmes: Resource

	2016/17			2017/18			2018/19			2019/20		
	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s	Resource HC £000s	Resource HL £000s	Resource total £000s
Restoration and Renewel (exc. decant) ¹²	2,409	1,606	4,015	3,302	2,201	5,503	3,304	2,203	5,507	3,307	2,204	5,511
Northern Estate	346	–	346	96	–	96	96	–	96	96	–	96
Archives Accommodation ¹³	349	524	873	714	1,071	1,785	551	827	1,378	tbc	tbc	tbc
Relocation Contingencies Programme	1,738	1,128	2,866	3,736	2,458	6,194	–	–	–	–	–	–
Total	4,842	3,258	8,100	7,848	5,730	13,578	3,951	3,030	6,981	3,403	2,204	5,607

Strategic Programmes: Capital

	2016/17			2017/18			2018/19			2019/20		
	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s	Capital HC £000s	Capital HL £000s	Capital total £000s
Restoration and Renewel (exc. decant)	17,018	11,346	28,364	31,162	20,774	51,936	32,747	21,831	54,578	34,558	23,039	57,597
Northern Estate	2,409	–	2,409	34,106	–	34,106	30,284	–	30,284	84,339	–	84,339
Archives Accommodation	–	–	–	–	–	–	–	43,250	43,250	–	24,750	24,750
Total	19,427	11,346	30,773	65,268	20,774	86,042	63,031	65,081	128,112	118,897	47,789	166,686
Strategic Programme Total Capital and Resource	24,270	14,603	38,873	73,115	26,505	99,620	66,982	68,111	135,093	122,300	49,993	172,293

¹² Prudently making provision assuming works will start early in the 2020 Parliament. The budgets will be adjusted depending on the decision taken by both Houses on the preferred approach.

¹³ Sharing Ratio: programme delivery 40:60, building options 100% Lords (pending outcome of Outline Business Case).

Notes on programmes

Restoration and Renewal: To protect the heritage of the Palace of Westminster and ensure it can continue to serve as home to the UK Parliament in the 21st century and beyond.

Northern Estate: Significant refurbishment of four substantial 19th century buildings on the Commons estate north of Westminster Bridge.

Archives Accommodation: Relocating the Parliamentary Archives to reduce risk to the records, improve public access and generate a greater understanding of Parliament.

Relocation Contingencies: Developing plans for business continuity in Parliament as part of its standard operational procedures.