



HOUSE OF LORDS

**Business Plan of the
House of Lords
Administration
2017/18**

Published by the authority of the House of Lords

HL Paper 168

Ordered to be published 27 April 2017

Contents

Foreword from the Clerk of the Parliaments	1
Introduction	2
Corporate priorities – further details of actions in the year ahead	11
Selected activities from office business plans 2017/18 – 2019/20	16
Corporate risks	20
Performance measures	21
Financial plan 2017/18 – 2019/20	22
Medium-term investment plan: Investing in Parliament 2017–21	25

Foreword from the Clerk of the Parliaments

This is the first business plan to be prepared following the agreement of a new strategy for the House of Lords Administration for 2016–21, which reiterates our strategic aim “to support and strengthen the House and its members in carrying out their parliamentary functions”. In support of this aim, we have three objectives: to provide effective services to facilitate the work of the House; to promote public understanding of the House of Lords and engagement with its work; and to make Parliament safer, more secure and sustainable.

In implementing this new strategy, we will continue to seek to provide the same professional support to members and excellent services to the general public. However, it is hoped the new strategy will be easier to understand and implement across our varied functions.

The work and initiatives set out in this plan illustrate the activities underway to enable us to meet our strategic aim and objectives. It is not a full list of the work to be undertaken across the Administration over the next year, but is indicative of the priority areas on which we will focus.

Many of the activities focus on enhancing our responsiveness and flexibility, which will be essential as we seek to improve services in a fast-changing context. We have the unprecedented and as yet still rather unknown challenges of supporting the House in scrutinising and legislating for Brexit, and planning for the Restoration and Renewal of the Palace and the work required to deliver it. This plan was drafted before the announcement of the General Election, and while the membership of the House is not directly affected by its outcome, the results will also have an impact on the work that we do.

These are big issues, and the Administration has a key part to play in supporting the UK’s democratic, legislative and political processes. We must also meet these challenges in the context of continuing financial restraint. To do so, we must make the best use of our resources, including our people resources. We will need to keep developing our skills and adapting the way that we work to meet changing circumstances. And we will need to develop an organisation that is open and inclusive.

This business plan sets out the Administration’s roadmap to meet these objectives, and I look forward to helping to deliver the plan of work it sets out.

Ed Ollard
27 April 2017

Introduction

What we do: our aim and objectives

The Administration's aim is "to support and strengthen the House and its members in carrying out their parliamentary functions."

The Administration has three objectives to this end:

1. to provide effective services to facilitate the work of the House;
2. to promote public understanding of the House of Lords and engagement with its work; and
3. to make Parliament safer, more secure and sustainable.

Review of Strategy

The Aim and objectives of the Administration emerged as part of a wider review of the Administration's five year strategy 2016-2021. They were approved by the House of Lords Commission in December 2016. This is the first annual corporate business plan to be produced since then. It will be a priority in the year ahead for individual offices to align their office business plans with the new strategy.

The Management Board reviewed the former Strategic Plan 2014-19 as part of a planned mid-term review. After widespread and inclusive consultation, including with Parliament's Workplace Equality Networks (WENs), the Board agreed to adjust the strategy to reflect more completely the work of the Administration, for example by enhancing our commitments to digital, and to diversity and inclusion. The new strategy does not represent a radical change of direction – our primary purpose is still supporting the House of Lords as a House of the UK Parliament. But our overall aim has been enhanced by adding a clear commitment to "strengthen" the House and its members in their parliamentary work.

Managers will be using the strategy to inform everyone's objectives and to develop the office business plans for 2018/19 later this year. The strategy is being widely communicated, in a range of formats on and off-line, including as a single sheet suitable for a poster. All staff will be able to see clearly what the Administration is doing in support of Members, and why, and how the work of their team contributes to the overall aims of the Administration. The strategy will also inform our engagement with others outside the House of Lords who are interested in what we do.

What does the new strategy look like?

Picture A sets out our “strategy on a page”. For the first time, the strategy is supported by a detailed Strategic Implementation plan (see Table I), with outcomes, success criteria and accountable owners. This will drive implementation of the strategy over the next five years.

We have also refreshed our organisational values. While the wording has been streamlined, overall the fundamental values underpinning what we do have not changed and the Board is confident they remain relevant to all who work in the House of Lords Administration.

The Strategic Implementation plan on the following pages concentrates on initiatives – the ways we plan to improve our future performance, and make sure we are ready to meet the future requirements of the House. This is a multi-year plan which will take us up towards 2021, so following this plan, on page 11, we draw out some early corporate priorities; and highlight some planned initiatives to be led by individual offices, concentrating on 2017 and 2018.

Our ‘business as usual’ work – supporting the current requirements of the House – will, of course, remain fundamental. Day in and day out we will continue to strive to provide great services to support the effective working of the House, its committees, and individual members.

Governance arrangements

The Commission is the principal member committee and sets the strategic and policy framework and financial limits within which the Finance and Services committees, and the House’s Administration, operate. It works with the Management Board to develop, set and approve the strategic business plan, the annual business and financial plans for the Administration and monitor the performance of the Administration against agreed targets. The Commission is chaired by the Lord Speaker, and the Senior Deputy Speaker is the spokesperson for the Commission in the House.

The Management Board takes strategic and corporate decisions for the House Administration within the policy framework set by the Commission. The Clerk of the Parliaments chairs the Board. The other members of the Board include the directors of key functions in the House of Lords, covering Parliamentary Services, Corporate Services, Finance, Human Resources and Facilities, as well as issues of access to the Chamber and ceremonial occasions. The Parliamentary Digital Service is a joint department of the two Houses and its director sits on the Board. The Parliamentary Security Department is a shared service hosted by the House of Commons. The Director of Security for Parliament attends the Board when appropriate. Further information about the Management Board can be found on the [parliamentary website](#).

PICTURE A: STRATEGY FOR THE HOUSE OF LORDS ADMINISTRATION 2016-2021

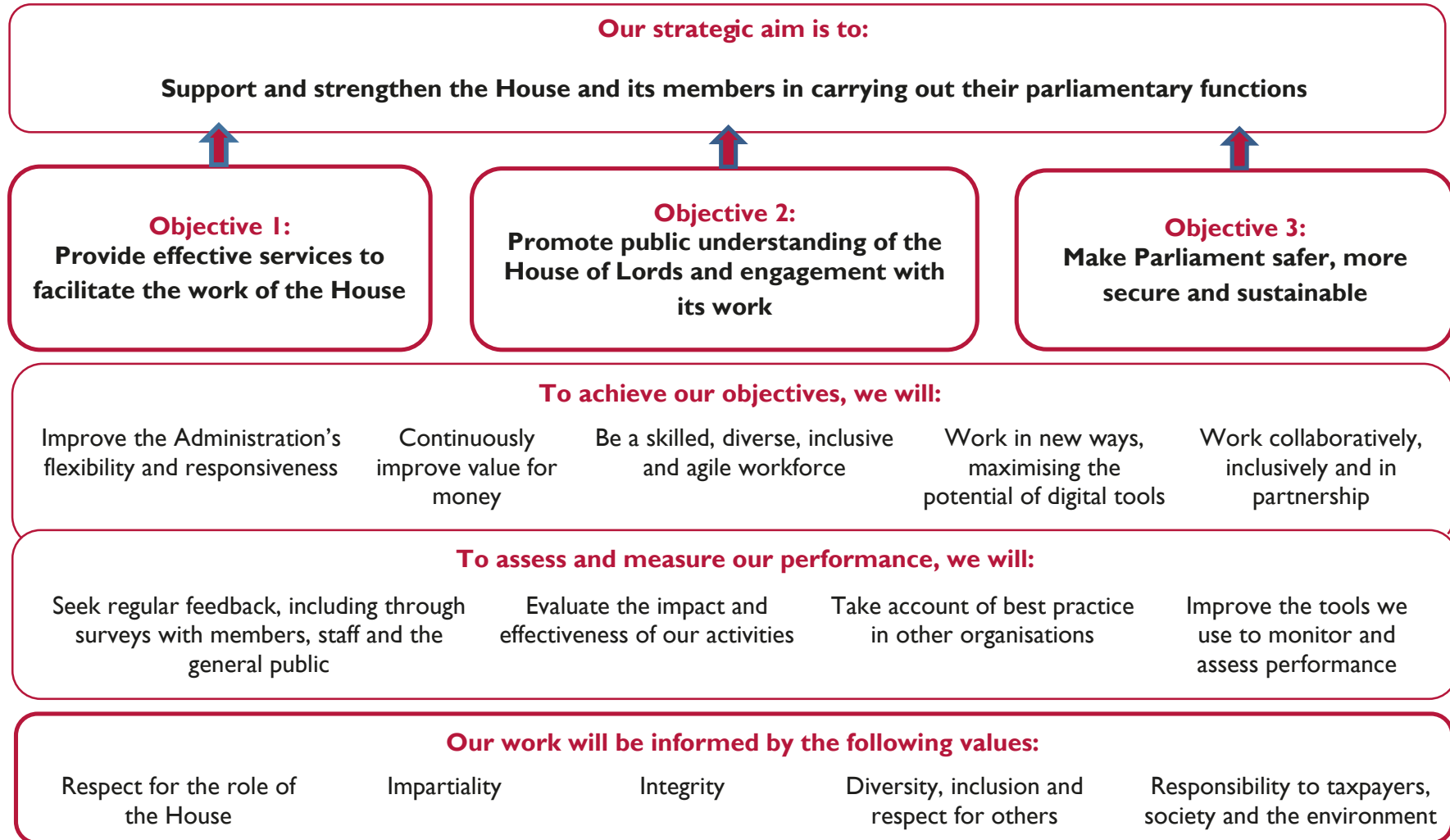


Table I: Strategic implementation plan – priorities for change to 2021

This is not a comprehensive list of the activities of the Administration but reflects our strategic priorities for change over the next five years, in addition to the delivery of core business.

**Jointly with the House of Commons †Supporting strategy*

STRATEGIC OBJECTIVE 1: PROVIDE EFFECTIVE SERVICES TO FACILITATE THE WORK OF THE HOUSE			
What we will do	Outcomes	What success looks like	Responsible
Strive continuously to improve our support for the work of the House: scrutinising legislation, holding the executive to account and debating public policy	By innovating, finding useful new ways to support the Parliamentary work of members and to improve existing parliamentary services and other services which support the work of members. Making better use of ICT to support and make accessible the work of the House.	Members make good use of our outputs and services and tell us they receive excellent support for their parliamentary work. We can demonstrate how we have improved services to members.	Clerk Assistant (Parliamentary Services) Director of Facilities (Support Services) Director of Digital Service (ICT)
Equip ourselves to meet increasing demands for change	An Administration with skills and flexibility to respond to changing demands, while maintaining core services	A proven track record of delivering change projects ourselves Enhanced accessibility of services We can demonstrate how we have improved services and instilled confidence in the ability of the Administration to innovate. Staff feel confident to propose and implement changes.	Reading Clerk (<i>business change</i>) and HR Director (<i>skills and accessibility</i>)
			<i>Continued</i>

What we will do	Outcomes	What success looks like	Responsible
Implement any governance changes agreed by the House	New domestic committee arrangements, including clear terms of reference are in place, embedded and reviewed	Smooth transition to new governance arrangements. Members understand the new arrangements and say we provide the right support and advice for the effective operation of the domestic committee arrangements	Clerk of the Parliaments
Improve our understanding of whether members think we are doing our job well, and take appropriate actions in response	Members' satisfaction measured through surveys, questionnaires and ongoing feedback	Visible actions in response to feedback Demonstrable increase in member satisfaction with services	Clerk Assistant
Adhere to the Financial Remit and implement the Efficiencies Programme*	The Administration provides value for money	Deliver services within the Financial Remit set by the Commission annually	Finance Director
Embed diversity and inclusion across the Administration	Development and successful implementation of diversity and inclusion plan† and progress towards agreed diversity and inclusion standards A more diverse workforce, including senior management, which is better placed to adapt to change, make better decisions and engage members and the public	We are seen as a more inclusive organisation and value our commitment to diversity and inclusion	HR Director
Improve the cohesiveness of the Administration	Staff satisfaction measured through staff surveys, with follow up activities	Visible actions in response to feedback	HR Director (<i>Staff Survey</i>) Reading Clerk (<i>internal communications</i>)
			<i>Continued</i>

	Successful implementation of the Internal Communications Strategy† Motivated and committed staff	Staff can see our values are lived in individual behaviours Demonstrable increase in staff satisfaction with services, particularly in areas where the Administration has previously identified that improvements are required	
Provide members and staff with secure technology that works	Members and staff have access to the right technology to perform their parliamentary responsibilities/ functions; that performs consistently to required standards, and with adequate support/training	Improved member and staff satisfaction with range of digital services	Director of Digital Service
Ensure staff have the right digital skills and services/support	Workforce has access to digital skills and knowledge to support our strategic objectives	Staff use digital tools confidently and with ease	Director of Digital Service

STRATEGIC OBJECTIVE 2: PROMOTE PUBLIC UNDERSTANDING OF THE HOUSE OF LORDS AND ENGAGEMENT WITH ITS WORK

We will	Outcomes	What success looks like	Responsible
Improve the public's perception of the work of the House Proactively promote the work of the House	Public understand the role of the second chamber of Parliament and feel confident about engaging with its work Successful implementation of the External Communications Strategy†	Increased public understanding of the work of the House Public see the Administration as an open and responsible organisation	Director of Communications/ Reading Clerk

Continued

We will	Outcomes	What success looks like	Responsible
Improve the public's engagement with the work of the House	More opportunities for the public to engage with the work of the House, including through select committees and outreach activities, among others	Increased public satisfaction regarding their engagement with the work of the House Public consider the House to be open and willing to engage with them	Reading Clerk
Improve access to Parliament, including for people with disabilities*	A more accessible Parliamentary estate	Visitors, members and staff say that we are an accessible organisation	Director of Facilities
Enhance the work we do to educate and inform civil servants about the work and role of Parliament*	A sustainable programme of training and engagement which improves understanding on both sides	Civil servants know who to contact in Parliament, where to look for information and how to engage with Parliamentary processes	Clerk of the Journals/Clerk Assistant

STRATEGIC OBJECTIVE 3: MAKE PARLIAMENT SAFER, MORE SECURE AND SUSTAINABLE

We will	Outcomes	What success looks like	Responsible
Decide and deliver the future location of the Parliamentary Archives*	Improved public engagement with Parliament, coordinated with other programmes, including Restoration and Renewal*	Improved access to and security of Parliamentary Archives; increased satisfaction with Archives' services and increased engagement with Parliament	Management Board
Ensure that decisions relating to the Restoration and Renewal of the Palace of Westminster (including for any decant venue and for future design of the Palace) are taken and implemented; and in the meantime prioritising works projects which ensure fire safety and mitigate other critical risks by way of preparation,	Projects are carried out on time and to budget Positive public perception and understanding of works, including appreciation for the Administration's role as custodians of Parliament's heritage	Physical fabric of estate is well looked after; minimal disruption is experienced during works. Members and staff are well-informed about work, and are supportive Services are maintained despite the disruption of Restoration and Renewal	All Board Members, with Director of Facilities as "Intelligent Client" for services provided by Strategic Estates; and Clerk Assistant responsible for parliamentary services

Continued

<p>including both bicameral and Lords-only projects*</p> <p>Advance planning for how parliamentary services may need to be adapted to reflect new arrangements, focusing on opportunities as well as risks</p>		<p>Staff feel involved in devising and implementing improved ways of working during Restoration and Renewal that will benefit the performance of the Administration for the future</p>	
<p>Improve health and safety on the Parliamentary estate*</p>	<p>In conjunction with the Parliamentary Safety Team, Strategic Estates and In-House Services ensure that health and safety risks are being correctly, consistently and proportionately managed.</p>	<p>A pro-active health and safety culture exists for all Members, staff and contractors working on the Parliamentary Estate.</p>	<p>Director of Facilities</p>
<p>Striking the right balance between security and openness, we will work with colleagues in the Commons and Digital Service to protect Parliament from cyber and physical threats; and to ensure business resilience*</p>	<p>Improved network resilience, minimal disruption and reduced number of incidents</p> <p>Successful delivery of 2014-19 Strategic Plan for Parliamentary Security*†</p> <p>Successful delivery of Digital Strategy for Parliament for 2016-2021*†</p>	<p>The Parliamentary estate and network are safer and more secure</p> <p>Fewer instances of cyber/physical intrusion</p> <p>Balance of security and openness reflected in change projects and delivery of core services</p> <p>We are a more secure organisation and value our commitment to security</p> <p>Confidence in business resilience plans and plans work well when tested</p>	<p>Director of Parliamentary Security (Security)</p> <p>Black Rod (Business Resilience)</p> <p>Director of Digital Service (Digital Strategy for Parliament)</p>
<p><i>Continued</i></p>			

We will	Outcomes	What success looks like	Responsible
<p>Improve the governance and provision of shared and joint services and across Parliament, reducing barriers and amalgamating services when doing so delivers better value and does not compromise the House's objectives or voice*</p>	<p>The Commons and Lords work as partners</p> <p>The Lords has effective influence on the management of shared services provided by the Commons</p> <p>The Commons is satisfied with the shared services provided by the Lords</p>	<p>Efficiencies generated and service improvements achieved through joint working</p>	<p>Clerk of the Parliaments</p>
<p>Improve Parliament's sustainability*</p>	<p>Sustainable procurement objectives delivered</p> <p>Environmental targets – carbon emissions; water use; waste generation and recycling – achieved (and exceeded)</p>	<p>Living Wage accreditation</p> <p>Social enterprises and SMEs well represented in supply chain</p> <p>Environmental objectives built into core business and change projects</p>	<p>Director of PPCS</p> <p>Director of Facilities (Environment)</p>

Corporate Priorities – further details of actions in the year ahead

Make Parliament safer, more secure & sustainable: security

The safety and security of Members, staff and visitors to the Palace of Westminster remains a matter of the utmost importance. Following the tragic events of 22 March 2017 two inquiries have been announced by the Speakers of the two Houses: an external independent review of how the perimeter of the Parliamentary Estate is secured and protected, and an externally-led review of the lessons learned from the operation inside Parliament of the Incident Management Framework. Both reviews are expected to report in the summer of 2017.

Make Parliament safer, more secure & sustainable: restoration and renewal

Looking further ahead, it is expected that much of the activity of the Administration over the year ahead will be informed by the decision of the House (and of the Commons) on the restoration and renewal (R&R) of the Palace of Westminster. Once the House has agreed the strategic direction in response to the report from the Joint Committee on the Palace of Westminster the Administration will plan how to resource the requirements in the years ahead. Meanwhile the planning and delivery of essential works relating to the historic Palace will continue, including the maintenance of mechanical and electrical services, the repair and replacement of the cast iron roofs, and the programme of fire safety improvement works.

But a programme of the scope and scale proposed will not by any means be just a programme of works. The challenges faced by the Administration, working with our Commons colleagues, include the potential scale of engagement with consultants; impact on relations with the Commons if the Joint Committee's recommended approach is proceeded with; and significant challenges to organisational readiness for change within the offices and departments of the House that will need to plan for R&R while also continuing to support the work of the House. There may be a need for additional resourcing for change, and developing smarter ways of working, over the year ahead in order to meet the challenges that R&R could present. And the proposals will also offer opportunities for new ways of working for both the House and the Administration, which will need careful thought and planning as well as significant engagement with Members and other stakeholders.

Provide effective services to facilitate the work of the House: Brexit

The Administration is also planning for the possible changes in the level and format of parliamentary business that may arise as a consequence of the ongoing process of implementing the Referendum result that the UK should leave the EU. All offices and departments of the Administration are involved in this planning to support the additional or changed work and resources the House may require to carry out its scrutiny functions under these new conditions.

One significant development to this end is the establishment of an informal Brexit scrutiny group, chaired by the Senior Deputy Speaker. The Group has endorsed a single co-ordinated web presence on Parliament's website drawing together all the scrutiny work of the House and its committees on [Brexit matters](#).

Provide effective services to facilitate the work of the House: improved business planning

A Continuous Improvement review of the business and financial planning processes will be implemented during the year and the sequencing and presentation of business and financial material to Member bodies will be streamlined and enhanced.

This Business Plan is one of a number of publications setting out the House's corporate policies. In summer 2017, the Annual Report and Resource Accounts will for the first time be published as a single document. All relevant documents are available at www.parliament.uk.

Promote public understanding of the House of Lords and engagement with its work

The new Lord Speaker has identified the promotion and reputation of the House as priorities. The Administration is supporting the work of the Lord Speaker's Group on the size of the House¹. We will also support a range of further initiatives and developments in this regard, founded on an external communications strategy agreed by the Management Board in 2016.

A skilled, diverse, inclusive and agile workforce: Diversity and Inclusion Action Plan

The implementation of the new strategy is not the only cross-cutting activity that will be a priority during the year. Following the appointment of our first diversity and inclusion manager, in March 2017 the Management Board agreed its first ever Diversity and Inclusion Action Plan which will begin to be implemented during the year.

¹ The Lord Speaker's committee was established to explore methods by which the size of the House can be reduced, commensurate with its current role and functions – see <http://www.parliament.uk/business/committees/committees-a-z/other-committees/size-of-house-committee/>

A skilled, diverse, inclusive and agile workforce: Following up the staff survey

Actions will be taken during the year in response to the Staff Survey 2016, delivering improvements to the way we work.

Improve the Administration's flexibility and responsiveness: embedding the new strategy

Over the year ahead we will progress the implementation plan set out above, integrating the strategy with our everyday activities and using it to inform decisions. The Management Board has already agreed a set of early actions, including:

- Referencing the strategy in Board papers, business case guidance, etc. and using it as the basis for planning instructions for office business planning work in 2017;
- Having regard to the new strategy in setting staff performance objectives for 2017-18, and
- Ensuring the strategy is covered in staff induction and management training.

Improve the Administration's flexibility and responsiveness: implementing a new senior management structure and team

April 2017 also saw the appointment of a new Clerk of the Parliaments and work to implement the results of a review of the senior structure of the Administration following an externally supported review of grading using the well-established public sector tool "JESP". The recommendations of the JESP review will be implemented over the course of the year. One of the outcomes of the review was the decision to professionalise the posts of Finance Director and Human Resources Director. Recruitment to these posts will take place early in 2017-18.

Improve the Administration's flexibility and responsiveness: supporting the new structure for corporate governance

2017/18 will see a joint meeting of the Lords Management Board and the Commons Board devoted exclusively to change. As already set out, much of the work in the year ahead is driven by change and the two Boards will be mapping carefully what the priorities are and how they can be sequenced and resourced.

2017/18 will also be the first full year of operation for the new structure for Member governance, led by the House of Lords Commission. Working practices between the Commission, the Services and Finance Committees and the Management Board will

be reviewed, taking into account also the new role of the Senior Deputy Speaker in this context. These developments continue the implementation of the report of the Leader's Group on Governance, published January 2016.²

Maximising the potential of digital tools

There will also be cross-cutting change in our use of ICT. Following the relaunch of the joint Parliamentary Digital Service in 2014, major changes are planned to implement the agreed digital strategy, including the completion of the rollout of the suite of Office 365 tools; work to improve cyber security; the development of telecomms; and the iterative evolution of a new parliament website. We will work to maximise the potential of digital tools for communication and collaboration purposes. The Administration will play an active and supportive part in all these developments and will in particular improve services to Members and the public as a result. We will review the provision of Members' ICT services with the new Services Committee, within agreed budget levels set by the Commission.

Work collaboratively, inclusively and in partnership: Joint working and engagement with the Commons

Consultants reported in March 2017, recommending a transition to Parliament-wide systems for Finance and for HR and Payroll. The Digital Strategy Board endorsed the recommendation and a programme is being identified. This will be a major business change programme offering significant benefits in efficiencies and reduced barriers to joint working.

The wider questions of engagement with the Commons will be kept under consideration as the implications of the ongoing reviews by the Commons Director-General and their relevance to the Lords become clearer.

Savings and financial plan

This Business Plan is underpinned by a financial plan which was agreed by the Commission in December 2016 and is reproduced at page 22. The Commission's approved financial remit is to "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, and subject to exceptional adjustments reflecting property revaluations".

² Leader's Group on Governance, [Governance of Domestic Committees in the House of Lords](#), January 2016, HL Paper 81 of session 2015–16. The motions [implementing the recommendations of the Leader's Group report](#) were agreed by the House on 21 July 2016, with effect from 1 September 2016.

Table 2 Budget, Control total and Savings

Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Resource budget £m ³	102	100	102	98	99	102	109	113
Resource control total £m ⁴		105	111	113	116	118	117	119
Saving in real terms since 2010/11 (difference between budget and control total as % of control total)		5%	8%	13%	15%	13%	7%	5%
Capital budget £m	27	18	15	16	22	28	45	55

3 Resource costs exclude pensions in payment and exceptional adjustments reflecting property revaluations.

4 This is the 2010/11 budget inflated by reference to September CPI.

Selected Activities from Office Business Plans 2017/18 – 2019/20

This section of the Business Plan draws out some of the key activities to be undertaken by individual offices and departments of the House of Lords Administration in the planning period which covers the three financial years 2017/18 – 2019/20. Initiatives listed here are selected from a wider range of planned activities set out in individual office business plans, with a focus on drawing out cross-cutting priorities for change and for enhanced member services. This table does not include the vast majority of the activities of the Administration set out in the individual plans, including significant contributions to the corporate priorities set out above such as diversity and inclusion and planning for restoration and renewal.

Objective I: Provide effective services to facilitate the work of the House

Business area	Deliverable	Target date	Responsible
Clerk of the Parliaments Office	Ensure communications on domestic committee matters is improved in line with the Leader's Group report	End 2017	Clerk of the Parliaments
Clerk of the Parliaments Office	Conduct external review of the Board and the wider management structure	2017/18	Clerk of the Parliaments
Clerk of the Parliaments Office	Review corporate performance management and service delivery standards	End 2017/18	Reading Clerk
Clerk of the Parliaments Office	Implement changes to office level risk management following internal audit review	End 2017/18	Reading Clerk
Clerk of the Parliaments Office	Review the changing context of the House's international activity post Brexit	April 2018	Reading Clerk (as Clerk of the Overseas Office)
Legislation Office	Participate in the Legislative Drafting, Amending and Publishing Programme	2019/20	Clerk of Legislation
Committee Office	Review of all investigative Committee activity	2017/18	Clerk of Committees
Committee Office/Library	Continue to develop forms of co-operation with the research section of the Library, for example in scoping ad hoc committee proposals and analysing legacy work, and with the Parliamentary Office of Science and Technology	2017/18	Clerk of Committees/ Librarian
Library	Work together with PDS and suppliers to improve the online provision of Library services and products	2017/18	Librarian
Library	Develop the Library's Information Desks as a customer service point, responding to queries relating to the range of services and facilities offered by the Administration	2017/18	Librarian
CRS	Optimise income generation in business activities including retail trading and e-commerce, commercial banqueting and public dining opportunities within the House of Lords	ongoing	Director of Facilities
HRO	Development of more joined-up communications on the total reward offer, leading to the development of a strategy for attraction and retention of staff	2017/18	Director of Human Resources
Journal Office	Develop corporate opportunities presented by new reprographics unit	2017/18	Clerk of the Journals
PPCS	Review contract management	Autumn 2017	Director of PPCS
			<i>Continued</i>

Journal Office/Department of Facilities	Alongside colleagues in the House of Commons, and in line with developing print-on-demand strategies for the House of Lords, develop requirement for new multi-functional devices contract; and consider whether further efficiencies can be achieved between the printing functions of the two Houses, with the possibility of joint procurement of the next generation of equipment at the end of their respective leasing contracts in August 2018	April 2018	Clerk of the Journals/ Director of Facilities
Parliamentary Digital Service	Roll out of Office365 across the House of Lords administration	End 2017/18	Director of Digital Service
Parliamentary Digital Service	Implementation of Unified Communications including video conferencing capability and Skype for Business across the House of Lords administration	End 2017/18	Director of Digital Service
Department of Facilities	Complete Millbank House Development project in order to provide increased accommodation for members and staff	End 2017	Director of Facilities
Black Rod's Department	Maintain contingency plans for state ceremonial and other events, including business continuity	Ongoing	Black Rod

Objective 2: Promote public understanding of the House of Lords and engagement with its work

Business area	Deliverable	Target Date	Responsible
Parliamentary Archives	Expand regional awareness of Parliament's archive collections through outreach activities, in collaboration with internal teams and external partners	2017/18-2019/20	Director of the Parliamentary Archives
External Communications	Develop two sessional campaigns promoting engagement with the work of the House	March 2018	Director of Communications
External Communications	Develop options for ways in which the Press & Media Team could support backbench members to promote their own parliamentary work to the media while maintaining political impartiality	March 2018	Director of Communications
External Communications	Work with the Digital Service to restructure the information architecture and redesign the House of Lords' presence on the Parliament website to reflect its voice and communications strategy	Over the course of the development of the new Parliament website	Director of Communications
External Communications	Take forward the implementation of a review of branding	March 2018	Director of Communications
			<i>Continued</i>

External Communications	Review and refresh the Member-led outreach strategy with the Services Committee and the Lord Speaker to support the new communication strategy; work closely with the Lord Speaker to develop his personal outreach programme; develop the Lord Speaker and Member-led outreach programme of engagement with professional associations	March 2018	Director of Communications
External Communications	Work with the Education Service to develop a Lords-specific initiative for schools	Dec 2017	Director of Communications
Journal Office	Develop the capability of the Journal Office as an authoritative source of procedural information and advice to inform all internal and external communication channels	Ongoing	Clerk of the Journals
Hansard	Host the Commonwealth Hansard Editors Association conference	July 2018	Editor of Debates
Parliamentary Digital Service	Roll out of fully responsive (mobile) website that meets accessibility guidelines	October 2017	Director of Digital Service

Objective 3: Make Parliament safer, more secure and sustainable

Business area	Deliverable	Target Date	Responsible
Information Management	Review the Protective Marking Scheme and ensure any agreed changes are delivered and embedded across the Administration	End 2017	Reading Clerk (with Information Authority)
Clerk of the Parliaments Office/ Parliamentary Archives	Ensure that appropriate arrangements for governance of cyber and information security are in place	End 2017	Reading Clerk(with Information Authority)
Parliamentary Archives	Plan a new future for the Archives' location and services, and responding to decisions relating to the Restoration & Renewal of the Palace of Westminster	July 2017	Reading Clerk
Black Rod	Conclude the relocation contingencies programme	September 2017	Black Rod
Department of Facilities	Continue to implement the House of Lords Accommodation Strategic Principles and Plan within the context of emerging Restoration & Renewal developments	Ongoing	Director of Facilities
Department of Facilities	Continue with the implementation of fire safety projects (life safety measures to be achieved by end 2018)	December 2018	Director of Facilities
Department of Facilities	Implement Cater2020 as agreed by the Facilities ICT Programme Board through the Digital Service to improve catering IT services with a bicameral stock management system	September 2017	Director of Facilities
Parliamentary Digital Service	Upgrade the Parliamentary core network (part of Infrastructure Programme)	End 2017	Director of Digital Service

Corporate Risks

	Risk		Owner
1	Governance	Failure to maintain effective governance arrangements between the Administration and members.	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.	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 House Development on time and to budget; and iii. failure to comply with Health & Safety, Fire Safety or Environmental Management legislation; iv. failure of infrastructure, external utilities or environmental events. 	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. 	Director of Human Resources
5	Reputation	Failure by the Administration to safeguard the image and reputation of the House of Lords.	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.	Clerk of the Parliaments

On 6 February 2015 the Board formally agreed to delegate the management of the ICT risk to the Director of the Digital Service, the Finance risk to the Finance Director and the Information risk to the Reading Clerk as Senior Information Risk owner. These risks are reported to the Board by exception.

Performance Measures

The Administration has operated a quarterly corporate performance reporting framework, mapped against the former Strategic Plan 2014-19. The current corporate performance management framework will be reviewed against the recently agreed Strategy for the Administration 2016-2021.

In 2017/18 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 Programme*
- Lifts Refurbishment Programme*
- Archives Accommodation Programme*
- Relocation Contingency Programme*
- Restoration and Renewal Programme*
- Efficiencies Programme*
- Review of Joint Working*
- Audio Visual Programme*
- Office 365 Rollout/Meridio replacement*
- Member Communications
- People Business Plan
- Accommodation Strategy
- Conservation projects
- Health and Safety Policy
- Millbank House Development project

**jointly with the House of Commons*

Financial Plan 2017/18 – 2019/20

Budget for next three years

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

£m	2017/18	2018/19	2019/20
Resource	123	115	113
Capital	55	65	144

Full figures are below.

The increases in capital budget arise from Parliament's Medium-Term Investment Plan (see below). An exceptional increase in resource in 2017/18 allows £10m for a revaluation adjustment when building work on Millbank House is complete. Resource budgets for business-as-usual show some growth year-on-year to allow for pay, other inflation and depreciation. The following table shows the resource budget with investment expenditure and the exceptional item stripped out.

£m	2016/17	2017/18	2018/19	2019/20
BAU Resource	97	99	100	101

Financial remit and savings

The House's financial remit, set by the House of Lords Commission, is to "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, and subject to exceptional adjustments reflecting property revaluations".

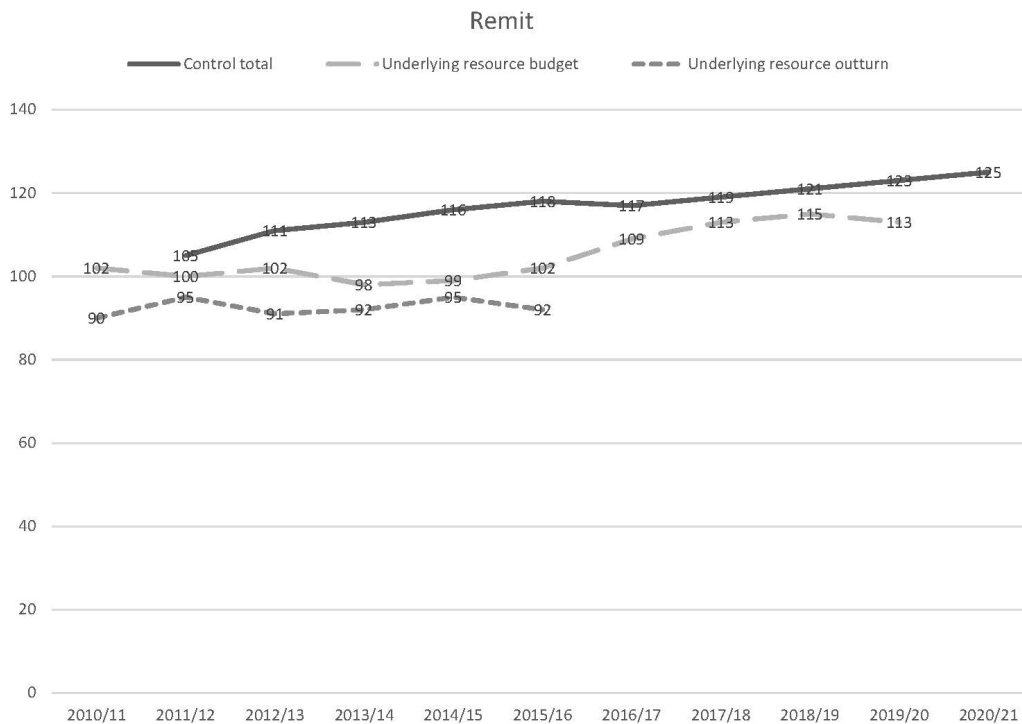
The remit dates back to 2010 and so far the House has more than met it.⁵ The financial remit implies a resource control total consisting of the 2010/11 resource budget (£102m) inflated by September's 12-month CPI⁶ to give the maximum resource budget compatible with the financial remit. In fact the House's underlying resource budget and outturn⁷ were broadly flat in cash terms until 2015/16.

5 Excluding pension valuation adjustment in 2010/11.

6 2% assumed for future years.

7 That is, excluding technical adjustments for pension and property revaluation.

The resource budget has now risen relative to the control total (i.e. in real terms); see figure below. This is due mainly to strategic programmes, digital services and security costs. However it still offers a 7% budget saving in real terms comparing 2016/17 with 2010/11, despite a 28% increase in average attendance by members (comparing Session 2015-16 with 2009-10). The 2017/18 budget represents a 5% saving, the 2018/19 budget a 5% saving and the 2019/20 budget an 8% saving in real terms against 2010/11.



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 Medium Term Financial Plan.

Budgets for Restoration and Renewal and Archives Accommodation are based on the following assumptions, adopted for financial planning purposes only pending decisions not yet taken:

1. That both Houses make a Decision in Principle (DiP) on Restoration and Renewal soon, in line with the recommendations of the Joint Committee on the Palace of Westminster
2. That a substantive Sponsor Board and Delivery Authority are in place from 2018/19
3. That the Lords acquires a decant building in 2019/20
4. That the Lords requires no additional decant space
5. That use of existing Lords outbuildings continues as is
6. That all Restoration and Renewal costs can be capitalised from 2019/20
7. That, soon after the DiP, both Houses endorse the Archives Accommodation Programme's Preferred Option for relocation of the Archives to a Parliamentary Heritage Centre outside the Palace but on or close to the Parliamentary Estate⁸
8. That Archives relocation can be accomplished in one move
9. That new Archives premises are acquired in 2019/20
10. That the new Archives premises are leasehold

Design, construction and fit-out costs of Lords decant accommodation are budgeted but acquisition costs are not, pending greater certainty.

For Restoration and Renewal, the House of Lords pays 40% of Palace and Programme costs (as for the Palace generally) and 100% of Lords decant costs. For Archives Accommodation the Lords pays 60%, as for the Archives generally.

These budgets may transfer to a different Estimate in due course.

⁸ A shortlist of seven options is under consideration, including remaining in the Victoria Tower, relocating somewhere else in London and moving outside London.

Medium-Term Investment Plan: Investing in Parliament 2017–21

Capital (both Houses) £m	Resource (both Houses) £m	Total (both Houses) £m	Programme	Table ref
522.2	22.2	544.4	Restoration & 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.	1
566.0	0.6	566.6	Commons Northern Estate Renewing and unifying the Commons estate north of Westminster Bridge.	1
9.8	22.3	32.1	Archives Accommodation Programme Relocating the Parliamentary Archives to reduce risk to the records, improve public access and generate a greater understanding of Parliament.	1
0.1	2.7	2.7	Relocation Contingencies Programme Developing plans for business continuity in Parliament as part of its standard operational procedures.	1
327.4	53.1	380.5	Estates Portfolio Stewardship of the evolving Parliamentary estate of land and buildings including part of the Westminster World Heritage Site. Fitting out additional accommodation, refurbishing old buildings, conservation, fire safety, mechanical and electrical systems, security.	2
5.1	20.3	25.4	Digital Management Delivering digital systems to improve the effectiveness and efficiency of the administrations of the two Houses.	3
2.9	21.3	24.2	Digital Platforms Developing the technology infrastructure and business processes on which digital services rely, including telephony.	4
1,433.6	142.4	1,575.9		

Table I: Strategic Programmes
Strategic Programmes: Resource

Strategic Programmes : Resource	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Restoration and Renewal	5,627	5,298	10,925	4,512	6,768	11,280	-	-	-	-	-	-	10,139	12,066	22,205	1
Northern Estate	155	-	155	155	-	155	155	-	155	155	-	155	620	-	620	2
Archives Accommodation	632	948	1,580	562	844	1,406	3,514	5,270	8,784	4,199	6,298	10,497	8,907	13,360	22,267	3
Relocation Contingencies Programme	1,200	800	2,000	132	88	220	132	88	220	132	88	220	1,596	1,064	2,660	4
Total	7,614	7,046	14,660	5,361	7,700	13,061	3,801	5,358	9,159	4,486	6,386	10,872	21,262	26,490	47,752	

Strategic Programmes: Capital

Strategic Programmes : Capital	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Restoration and Renewal	14,045	9,364	23,409	35,652	23,768	59,420	75,000	123,600	198,600	90,680	150,120	240,800	215,377	306,852	522,229	1
Northern Estate	32,934	-	32,934	286,597	-	286,597	121,787	-	121,787	124,637	-	124,637	565,955	-	565,955	2
Archives Accommodation	109	164	273	64	97	161	242	363	605	3,524	5,286	8,810	3,939	5,910	9,849	3
Relocation Contingency Programme	46	30	76	-	-	-	-	-	-	-	-	-	46	30	76	4
Total	47,134	9,558	56,692	322,313	23,865	346,178	197,029	123,963	320,992	218,841	155,406	374,247	785,317	312,792	1,098,109	
Strategic Programmes Total Capital and Resource	54,748	16,604	71,352	327,674	31,565	359,239	200,830	129,321	330,151	223,327	161,792	385,119	806,579	339,282	1,145,861	

Notes on programmes

1. Restoration and Renewal: The Programme has been established to tackle the significant work that needs to be done 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. Since its construction, many features have never undergone major renovation, and the heating, ventilation, water, drainage and electrical systems are now extremely antiquated. See <http://www.restorationandrenewal.parliament.uk/>

2. Northern Estate: Consists of the block of listed buildings north of Bridge Street which belongs to the House of Commons. It includes Norman Shaw North (Grade 1), Richmond Terrace, 1 Derby Gate, 2 Parliament Street, 3 Parliament Street, 2 Canon Row, 4 Canon Row (all Grade 2*) and Norman Shaw South and 1 Parliament Street (both Grade 2). These buildings need to be substantially refurbished in order to be both secure and resilient, whilst protecting the heritage. Work will take place sometime during 2019-23 to renovate and refurbish these buildings to ensure they comply with legislation, that they are accessible and secure and have adequate power and water, whilst maintaining green credentials and value for money.

3. Archives Accommodation: The Parliamentary Archives is currently housed in accommodation inside the Palace of Westminster. It is expected that refurbishment of the Palace will require the Archives to relocate, and decisions need to be taken about its long-term future. See <http://www.parliament.uk/about/living-heritage/building/archives-accommodation-programme/>

4. Relocation Contingencies: Ensuring that both Houses continue to function in the event of one or both chambers being unavailable for use for whatever reason.

Note on cost-sharing:

Restoration & Renewal: Palace – Commons 60%: Lords 40%. Each House will pay its own decant costs.

Northern Estate: Commons.

Archives Accommodation: Commons 40%: Lords 60%.

Relocation Contingencies: Commons 60%: Lords 40%.

Table 2: Estates Portfolio
Estates Portfolio: Resource

Estates: Resource	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Property	2,640	828	3,468	4,230	2,760	6,990	4,080	2,400	6,480	3,600	2,400	6,000	14,550	8,388	22,938	5A
Accommodation	5,772	158	5,930	8,166	-	8,166	-	-	-	1,200	-	1,200	15,138	158	15,296	5B
Conservation	174	116	290	616	411	1,027	737	491	1,228	737	491	1,228	2,264	1,509	3,773	6
Fire & Safety	228	152	380	27	19	46	21	14	35	21	14	35	297	199	496	7
Mechanical & Electrical	65	44	109	-	-	-	-	-	-	-	-	-	65	44	109	8
Other	1,409	654	2,063	976	592	1,568	927	582	1,509	927	582	1,509	4,239	2,410	6,649	11
sub total projects	10,288	1,952	12,240	14,015	3,782	17,797	5,765	3,487	9,252	6,485	3,487	9,972	36,553	12,708	49,261	
Adjustment for inflation	-	-	-	720	194	914	472	286	758	755	406	1,161	1,947	886	2,833	14
R.O.B	-	38	38	-	329	329	-	302	302	-	302	302	-	971	971	15
Total	10,288	1,990	12,278	14,735	4,305	19,040	6,237	4,075	10,312	7,240	4,195	11,435	38,500	14,565	53,065	

Estates Portfolio: Capital

Estates: Capital	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Accommodation	33,526	14,339	47,865	4,843	4,149	8,992	25	1,358	1,383	-	-	-	38,394	19,846	58,240	5B
Conservation	14,527	9,764	24,291	9,825	6,634	16,459	4,230	2,926	7,156	2,815	1,982	4,797	31,397	21,306	52,703	6
Fire & Safety	16,964	9,478	26,442	17,122	8,444	25,566	2,330	244	2,574	121	78	199	36,537	18,244	54,781	7
Mechanical & Electrical	2,329	1,602	3,931	9,810	70	9,880	9,693	100	9,793	484	100	584	22,316	1,872	24,188	8
Roofs	7,605	6,289	13,894	8,857	5,905	14,762	10,691	7,127	17,818	5,656	3,771	9,427	32,809	23,092	55,901	9
Security	1,133	360	1,493	5,921	1,916	7,837	1,145	763	1,908	12	8	20	8,211	3,047	11,258	10
Lifts & Escalators	382	255	637	583	383	966	79	20	99	74	-	74	1,118	658	1,776	12
Broadcasting and Communications	53	10	63	-	-	-	-	-	-	-	-	-	53	10	63	13
Other	497	300	797	219	156	375	218	156	374	218	156	374	1,152	768	1,920	11
sub total projects	77,016	42,397	119,413	57,180	27,657	84,837	28,411	12,694	41,105	9,380	6,095	15,475	171,987	88,843	260,830	
Adjustment for inflation	-	-	-	2,939	1,422	4,361	2,326	1,039	3,365	1,093	710	1,803	6,358	3,171	9,529	14
R.O.B	1,802	183	1,985	19,040	9,019	28,059	13,284	3,493	16,777	3,473	2,499	5,972	37,599	15,194	52,793	15
Staff Capitalisation	640	426	1,066	640	426	1,066	640	426	1,066	640	426	1,066	2,560	1,704	4,264	16
Total	79,458	43,006	122,464	79,799	38,524	118,323	44,661	17,652	62,313	14,586	9,730	24,316	218,504	108,912	327,416	

Estates Portfolio Total Capital and Resource	89,746	44,996	134,742	94,534	42,829	137,363	50,898	21,727	72,625	21,826	13,925	35,751	257,004	123,477	380,481	
---	---------------	---------------	----------------	---------------	---------------	----------------	---------------	---------------	---------------	---------------	---------------	---------------	----------------	----------------	----------------	--

Notes on programmes

- 5A. Property: Pre-construction planning for strategic programmes.
- 5B. Accommodation: Finishing 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. Refurbish 1 Canon Row and continue to support the Commons Northern Estate Programme through the acquisition of decant accommodation in 100 Parliament Street among other projects.
6. Conservation: Continue conservation works in Westminster Hall, the replacement of encaustic tiles, stone conservation in the Palace courtyards, essential repairs to historic windows throughout the Palace and the refurbishment of the Elizabeth Tower, and other projects.
7. Fire & 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.
8. Mechanical & Electrical (M&E): Increase the resilience of services across the Estate and 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.
9. Roofs: Refurbish the cast iron and flat roofs of the Palace of Westminster, and complete investigations and remedial works on the atrium roof of Portcullis House. Work also continues to determine what works are required to the bronze roof of Portcullis House.
10. Security: Upgrade and extend Parliament's security systems and equipment, further mitigating risks and generally improving the physical measures which ensure a secure and safe working environment for Parliament.
11. Other: 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.
12. Lifts & Escalators: Refurbishment of selected passenger lifts across the Estate, prioritising those with obsolete control equipment or a history of recurring breakdowns.
13. Broadcasting & Communications: Improvements to the Annunciator and Division Bell systems.
14. Adjustment for inflation: Based on Royal Institution of Chartered Surveyors index.
15. R/OB: Project budgets allow for risk and optimism bias in line with Treasury guidelines.
16. Staff capitalisation: Parliamentary staff costs (pay and pension) which are separately identifiable and directly attributable to capital projects.

Note: Costs fall to the House which owns the asset, except costs for the Palace of Westminster and Estate-wide projects which are shared (Commons 60%: Lords 40%).

Table 3: Digital Management Portfolio

Digital Management Portfolio: Resource

Digital Management: Resource	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Customer Service	434	186	620	606	260	866	238	102	340	619	265	884	1,897	813	2,710	17
Estates R&R Technology Readiness	630	270	900	788	338	1,126	658	282	940	522	224	746	2,598	1,114	3,712	18
Resource Management	1,131	485	1,616	1,030	441	1,471	995	426	1,421	825	354	1,179	3,981	1,706	5,687	19
Audio Visual	195	130	325	132	88	220	134	82	216	81	54	135	542	354	896	20
Chambers, Committees & Research	1,064	456	1,520	1,099	471	1,570	1,337	573	1,910	1,113	477	1,590	4,613	1,977	6,590	21
Archives and Catalogues	406	174	580	661	283	944	525	225	750	350	150	500	1,942	832	2,774	22
Data and Search	209	89	298	401	172	573	326	140	466	210	90	300	1,146	491	1,637	23
Sub Total of projects	4,069	1,790	5,859	4,717	2,053	6,770	4,213	1,830	6,043	3,720	1,614	5,334	16,719	7,287	24,006	
Additional Provision / Over Programming	(993)	(426)	(1,419)	(1,603)	(687)	(2,290)	(1,093)	(469)	(1,562)	(597)	(256)	(853)	(4,286)	(1,838)	(6,124)	24
Central Staff provision	280	120	400	280	120	400	280	120	400	280	120	400	1,120	480	1,600	25
Small Project funding	140	60	200	140	60	200	140	60	200	140	60	200	560	240	800	26
Total	3,496	1,544	5,040	3,534	1,546	5,080	3,540	1,541	5,081	3,543	1,538	5,081	14,113	6,169	20,282	

Digital Management Portfolio: Capital

Digital Management : Capital	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Customer Service	28	12	40	88	38	126	28	12	40	-	-	-	144	62	206	17
Estates R&R Technology Readiness	112	48	160	105	45	150	70	30	100	42	18	60	329	141	470	18
Resource Management Programme	35	15	50	35	15	50	35	15	50	35	15	50	140	60	200	19
Audio Visual	383	255	638	1,192	795	1,987	384	256	640	324	216	540	2,283	1,522	3,805	20
Chambers, Committees & Research	35	15	50	35	15	50	35	15	50	35	15	50	140	60	200	21
Sub Total of projects	593	345	938	1,455	908	2,363	552	328	880	436	264	700	3,036	1,845	4,881	
Additional Provision / Over Programming	168	72	240	-	-	-	-	-	-	-	-	-	168	72	240	24
Total	761	417	1,178	1,455	908	2,363	552	328	880	436	264	700	3,204	1,917	5,121	
Digital Management Portfolio Total Capital and Resource	4,257	1,961	6,218	4,989	2,454	7,443	4,092	1,869	5,961	3,979	1,802	5,781	17,317	8,086	25,403	

Notes on programmes

17. Customer Service:

Education & Member Tour Bookings: Delivering improved online services to schools, the public and Members for the booking of non-commercial tours of Parliament.

Catering: A broad programme with a number of components already delivered. This stage will rationalise catering stock control to a common, up-to-date platform with enhanced mobile capability. Improvements currently being delivered include electronic payment (contactless and card) and easier banqueting booking.

18. Estates R&R Technology Readiness:

Integrated Workspace Management System: Deliver replacement or new capabilities for Maintenance, Accommodation, Fire Safety & Environmental Services and an improved self-service options for Members and others on the Estate when logging maintenance and office moves request.

Building Information Modelling (BIM): Develop and implement processes within Strategic Estates for successful implementation of industry-standard Building Information Modelling. Provide improved sharing of information about buildings with external contractors and an enhanced picture of buildings on the Estate. This conforms to industry standards for information interchange.

19. Resource Management:

Strategic Workforce Planning: Refresh and update a cluster of systems including e-Recruitment, Learning Management and Performance management for staff.

HR, Payroll and Finance (Lifecycle): The lifecycle management of the Commons and Lords finance and payroll systems; the Procurement Services' e-Tendering system and the Occupational Health applications.

Strategic Review of HR, Payroll and Finance: Strategic review of Parliament's HR, Payroll and finance systems to improve efficiency, effectiveness and align systems for joint working.

Time and Labour Scheduling (TALS): To introduce a system for time and labour scheduling and replace a Commons staff time recording application.

20. Audio-Visual:

Parliamentary Video Services (phase 2): Increase the resilience, usefulness and accessibility of Parliamentary Video Services.

AV Archive Digitisation & Storage: Digitisation and storage of archive audio video material that is at risk of degradation.

Chamber Sound System: Partial replacement and upgrade of ageing sound systems in both Chambers, to reduce the risk of both systems failing.

Central Technical Area: Refurbishment of TV control rooms and technical areas.

Upgrade of AV provision for Committees: Improvements in audio and video facilities for Committees to enhance user experience and increase public engagement.

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

21. Chambers, Committees & Research:

Hansard: Enhance the applications that support the creation and publication of the Official Reports of both Houses. Provide enhanced online access to accurate and timely Hansard material for members and the public.

Business Papers: Improved capabilities for the tabling, production and digital publication of the Business paper content of both Houses. Members (in the Commons initially) will be able to table Questions and Motions electronically using new mobile-friendly tools.

Committees: Improve the drafting, management and publication of Committee reports and data.

Bills and Acts: To develop a web based XML drafting, amending and publishing tool for UK and Scottish Legislation. This is a collaborative project with Scotland and the Government.

Research Briefings: Replace and enhance the current Research Briefings application used by the Research Services of the two Houses.

Library Enquires: Replace and enhance the current Library Enquires applications used by the Research Services of the two Houses.

22. Archives and Catalogues:

Library Management System Replacement: New system for managing Library material and providing online access to the Libraries' catalogues.

Transforming Archive Services (formerly Archives Catalogue): Development of core Archives business systems, improving user experience by enhancing systems surrounding user registration, ordering archives, digitisation, archive delivery and preservation.

Digital Preservation Replacement: Review, refresh or replace the current digital preservation system used by the Archives.

23. Data and Search:

Indexing, topics and geospatial: Provide improved digital access, linking and searching of parliamentary material by Members and the public using subject and location tagging.

24. Additional Provision / Over Programming:

Balance calculated on the basis that the total resource budget available to Digital Management cannot exceed £5.1m. Over programming allows for Digital Management to plan and resource for a wider pool of projects knowing that some projects will suffer delays or change in scope.

25. Central Staff Provision:

Parliamentary Digital Service Portfolio Directorate staff who work across programmes and the portfolio rather than being assigned to individual projects.

26. Small Project Funding:

Ring-fenced funding for projects with budgets below £50k.

Note: Costs are shared Commons 70%: Lords 30% other than Audio Visual which is shared Commons 60%: Lords 40%.

Table 4: Digital Platforms Portfolio

Digital Platforms Portfolio: Resource

Digital Management: Resource	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Customer Service	434	186	620	606	260	866	238	102	340	619	265	884	1,897	813	2,710	17
Estates R&R Technology Readiness	630	270	900	788	338	1,126	658	282	940	522	224	746	2,598	1,114	3,712	18
Resource Management	1,131	485	1,616	1,030	441	1,471	995	426	1,421	825	354	1,179	3,981	1,706	5,687	19
Audio Visual	195	130	325	132	88	220	134	82	216	81	54	135	542	354	896	20
Chambers, Committees & Research	1,064	456	1,520	1,099	471	1,570	1,337	573	1,910	1,113	477	1,590	4,613	1,977	6,590	21
Archives and Catalogues	406	174	580	661	283	944	525	225	750	350	150	500	1,942	832	2,774	22
Data and Search	209	89	298	401	172	573	326	140	466	210	90	300	1,146	491	1,637	23
Sub Total of projects	4,069	1,790	5,859	4,717	2,053	6,770	4,213	1,830	6,043	3,720	1,614	5,334	16,719	7,287	24,006	
Additional Provision / Over Programming	(993)	(426)	(1,419)	(1,603)	(687)	(2,290)	(1,093)	(469)	(1,562)	(597)	(256)	(853)	(4,286)	(1,838)	(6,124)	24
Central Staff provision	280	120	400	280	120	400	280	120	400	280	120	400	1,120	480	1,600	25
Small Project funding	140	60	200	140	60	200	140	60	200	140	60	200	560	240	800	26
Total	3,496	1,544	5,040	3,534	1,546	5,080	3,540	1,541	5,081	3,543	1,538	5,081	14,113	6,169	20,282	

Digital Platforms Portfolio: Capital

Digital Management : Capital	2017/18			2018/19			2019/20			2020/21			Total			
	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	HC £000s	HL £000s	Total £000s	Ref
Customer Service	28	12	40	88	38	126	28	12	40	-	-	-	144	62	206	17
Estates R&R Technology Readiness	112	48	160	105	45	150	70	30	100	42	18	60	329	141	470	18
Resource Management Programme	35	15	50	35	15	50	35	15	50	35	15	50	140	60	200	19
Audio Visual	383	255	638	1,192	795	1,987	384	256	640	324	216	540	2,283	1,522	3,805	20
Chambers, Committees & Research	35	15	50	35	15	50	35	15	50	35	15	50	140	60	200	21
Sub Total of projects	593	345	938	1,455	908	2,363	552	328	880	436	264	700	3,036	1,845	4,881	
Additional Provision / Over Programming	168	72	240	-	-	-	-	-	-	-	-	-	168	72	240	24
Total	761	417	1,178	1,455	908	2,363	552	328	880	436	264	700	3,204	1,917	5,121	
Digital Management Portfolio Total Capital and Resource	4,257	1,961	6,218	4,989	2,454	7,443	4,092	1,869	5,961	3,979	1,802	5,781	17,317	8,086	25,403	

Notes on programmes

27. Cyber Programme: Enhancing Parliament's cyber security capability.
28. Infrastructure Renewal: Transforming core technology to provide for Parliament's digital services by making our core systems faster and more reliable. This includes the network on the Estate, the systems that applications run on and data storage.
29. IT Storage Rationalisation: Completing Parliament's transition to Office 365, so as to provide mobile and improved access to files and collaboration with other users.
30. Unified Communications: Mobile enabled telephony to integrate with our business applications. Providing mobile and flexible access from any device, anywhere, to telephony services for all users.
31. Small Projects: Funding for projects with budgets below £50k.
32. General Election: Managing the ICT requirements for Members following a General Election including IT kit for newly elected members and managing the ICT requirements for office moves following the election outcome.
33. Meridio Replacement Project: Replacement of the current electronic records management system.

Note: Costs are shared Commons 70%: Lords 30% except where otherwise indicated.