



HOUSE OF LORDS

# Business Plan 2011/12

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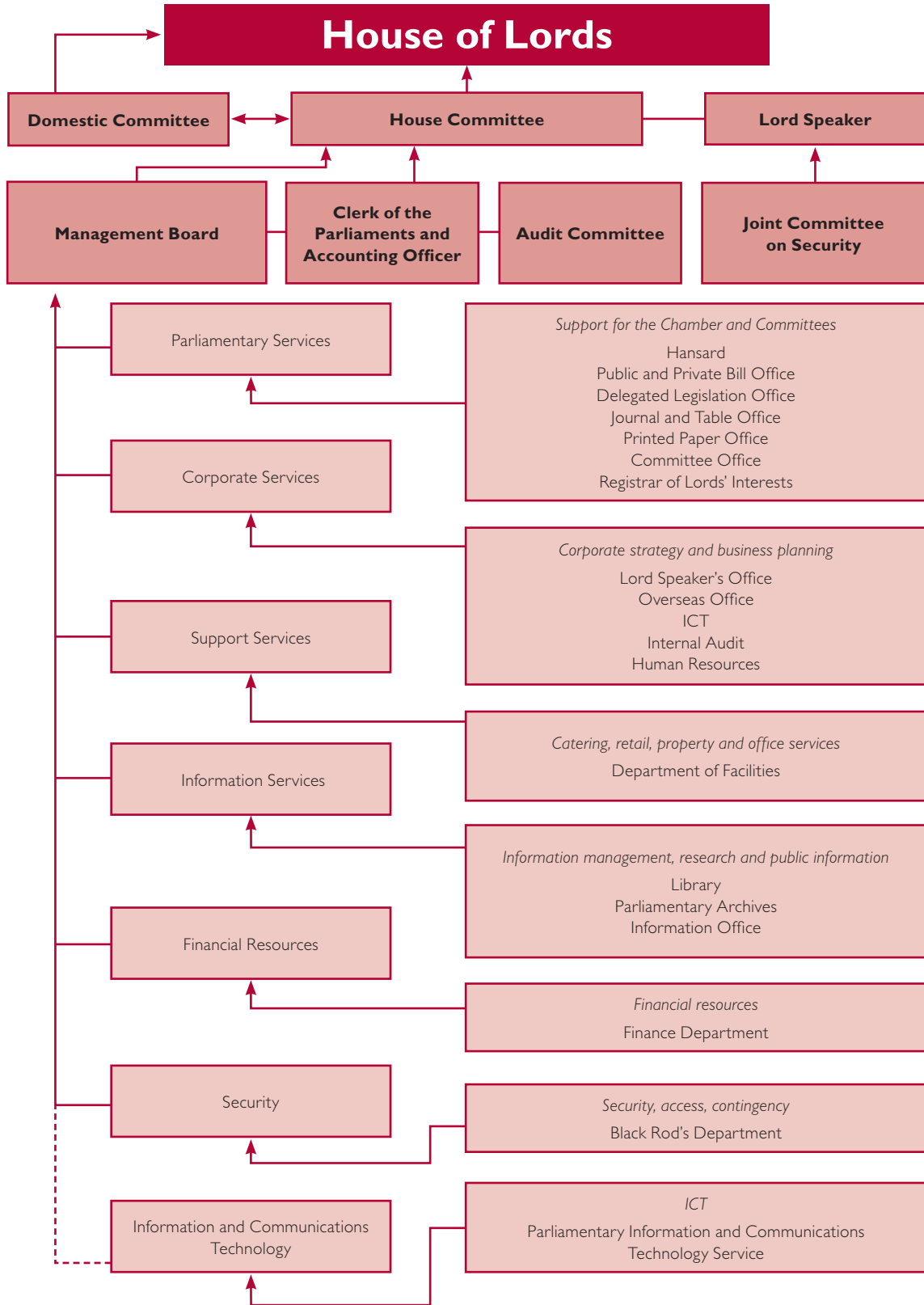
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# Governance Structure



# Introduction

Against a background of financial austerity, this year's corporate business plan describes how the administration will provide effective and responsive services for the House and its Members and – so far as resources allow – pursue initiatives to develop and improve those services and meet new challenges. As usual, the Business Plan aims to give a three-year forward look with the emphasis on the coming financial year. While the financial plans this year are for four years (see below) it was thought impractical to put the Business Plan on a four-year footing.

The business plan is written with reference to the objectives and tasks contained in the current five-year strategic plan agreed by the House Committee in July 2009. On the recommendation of the Management Board, the House Committee agreed in December 2010 that priorities should be established under the strategic tasks. These priorities are not intended to exclude other activities but to give direction as to where resources should be focussed in the face of any competing claims. They were proposed after widespread consultation and discussions with Heads of Offices. The plan, supplemented for the first time with the priorities which have been agreed, is reproduced here at page 8.

While the corporate business plan is supported by the business plans of each of the offices, it is primarily concerned with House-wide strategic issues rather than the core business of House administration.

As last year, deliverables are identified in tabular form grouped under each business area and assigned a target date for implementation, along with the board member and budget holder responsible for delivery.

The plan also sets out the corporate risks associated with each task. Since 2009, the Management Board have adopted an approach to risk which focuses on what it considers to be the most significant risks for the administration at any one time. The corporate risk register, set out as a matrix in line with HM Treasury guidance, is up-dated for every meeting of the Management Board, thus enabling the Board to act upon any significant change in risk status and the remedial actions required. In addition to being listed under the tasks to which they relate, the risks are drawn together in a chart at page 38, where the risk owners are also listed.

As foreshadowed in last year's business plan, the administration has been developing a new corporate performance management framework. It is intended that the Management Board will receive regular reports setting out how well the administration is achieving the tasks set out in the strategic plan, using a mix of performance measures

and progress on key strategic initiatives. The Board will use these reports to assess, and where necessary seek to make improvements to, our corporate performance. This new performance management framework, which will be fine-tuned and improved during 2011/12, will complement the risk management framework which is now well embedded across the administration. Pending the institution of this performance management framework for 2011/12, there is no reference to performance measures in this year's business plan.

### **Core business**

By its nature a corporate business plan concerns itself with strategic issues and initiatives aimed at securing change. It is not a description of the work of the House and the administration across the whole spectrum of its activities – it does not, in other words, seek to replicate everything contained in office business plans. The Management Board recognises that, in fulfilling the aim of enabling the House and its Members to carry out their parliamentary functions fully and effectively, the administration's support for core business in House and related services is paramount.

### **Savings strategy and financial plan for the House of Lords administration 2011/12 to 2014/15**

The Management Board is committed to constraining the costs of the House of Lords administration at a time when membership of the House is increasing. For the 2010 financial planning round the administration moved from a three to a four-year financial planning timescale, so as to align with the Treasury's requirement for central government. The business planning horizon remained at three years. The financial planning process was also brought forward to allow the Finance Department's challenge meetings with budgetholders to take place in September, in advance of the Spending Review 2010. Although for constitutional reasons the House of Lords is independent of the Executive, the administration's spending counts as public expenditure. With the House Committee's approval we therefore submitted our four-year spending forecast as at October 2010 for inclusion in an annex to the Spending Review along with the other Independent Bodies.

The administration has already made significant savings in administrative costs, including a 10% reduction in its budget for the financial year 2010/11 compared with the previous year. Some of these savings are one-off or short-term, but many will carry through into future years. On the recommendation of the Management Board, in December 2010 the House Committee agreed the following savings target for the House of Lords administration over the next four years:

“We will aim not to increase our resource costs in real terms throughout the period of the plan, despite the increased size of the House, and will reduce them where possible by reviewing what we do and how we do it.”

In autumn 2011 the two-year refurbishment of Millbank House is due for completion. This has been by far the largest project which the administration has undertaken. The administration's budget from 2011/12 onwards includes the running costs of the new building and provision of a small increase in staff associated with it and the new Library facility. Budget plans also make some provision for a possible increase in the total spent on financial support for members as a result of the growth in membership.

The overall position at present is that, having reduced the baseline by 10% in 2010/11, the budget estimate for 2011/12 is for a small decrease, with a further 10% reduction in 2012/13. Further work on savings will be required to avoid the increased expenditure currently estimated for 2014/15. The House Committee agreed the following provision for the financial plan for 2011/12 to 2014/15, including a £10m exceptional non-cash provision for 2011/12 arising out of a revaluation of the Estate.

	2011/12	2012/13	2013/14	2014/15
Capital	£17,880,555	£13,680,881	£20,402,595	£21,383,145
Resource	£110,181,284	£102,405,697	£102,388,485	£102,433,347
Total	£128,061,839	£116,086,578	£122,791,080	£123,816,492

A more detailed breakdown of these costs is to be found at page 42.

## Communicating the plan

Consistent with current practice and as liP (Investors in People) employers, the administration will communicate its plans and priorities to all staff so as to engage them fully in support of delivery; and electronic copies will be sent to every Member of the House.

## The business plan and other corporate publications

The business plan may be read in conjunction with the Annual Report of the House of Lords, the purpose of which is to set out the progress of the administration in carrying out the business plan in the course of the previous financial year. The most recent report, for 2009/10, is published as HL Paper 20 Session 2010-11. The Resource Accounts of the House of Lords for 2009/10, which detail the House's use of financial resources that year, are published as HL Paper 27 Session 2010-11. The annual report and accounts which relate to this business plan will of course be published in 2012.

# House of Lords Administration Strategic Plan 2011-15

## **Aim**

The aim of the House of Lords administration is:

*To enable the House and its members to carry out their parliamentary functions effectively.*

## **Objectives**

The objectives of the House of Lords administration are:

1. To provide the House and its committees with the advice and services they need for the effective conduct of business.
2. To provide individual members of the House with the advice and services they need for the effective performance of their parliamentary duties (regardless of party or office).
3. To make the House and its work accessible to the public.
4. To maintain the House's buildings and collections, having regard to the heritage they represent.

## **Priorities in the period 2011-15:**

*While all four objectives are important to the work of the House, in this period we will prioritise work which directly supports the effective conduct of the business of the House and which directly helps individual members to contribute to that business. Objectives 3 and 4 will be pursued with emphasis on tasks which most directly support objectives 1 and 2. We will also seek to improve the effectiveness for the Lords of our joint working with the House of Commons in delivering those services where the Commons is the majority stakeholder. This plan is drafted in the context of significant cost savings throughout the public sector; low public regard for Parliament; and new proposals for reform of the House of Lords.*



## Tasks

The following tasks are intended to contribute to the objectives set out above. The annual business plans will set out how these objectives will be met.

1. Ensure that the advice, research, administrative support and reporting services for the House, its committees and individual members are timely, impartial, responsive and of high quality. [Links to objectives 1 & 2]

Priorities in the period 2011-15:

- (1) In the provision of our services, we will earn the respect of members and the public for our independence, integrity and professionalism.
- (2) We will help members fulfil their roles and obligations in a changing House by making our services more accessible but in efficient and cost-effective ways.
- (3) We will benchmark and review our working practices to ensure that our services are provided effectively and efficiently.
- (4) We will provide impartial and expert advice on proposals for reform of the House of Lords.

2. Improve accommodation and facilities to enable members and staff to work effectively, and in a safe, healthy, and sustainable environment. [Links to objectives 2 & 4]

Priorities in the period 2011-15:

- (1) We will propose an effective and efficient accommodation strategy for both members and staff; and we will implement the agreed strategy making best use of the opportunities offered by occupancy of Millbank House.
- (2) We will focus the works programme on securing the long-term viability of the Palace of Westminster as the working environment for Parliament and we will set out a 25-year plan to deliver this in conjunction with a strengthened Parliamentary Estates Directorate.
- (3) We will promote efficiency and sustainability in our buildings, while having regard to our architectural heritage.
- (4) We will change the provision of catering services more appropriately to meet the needs of members and staff; and continue to reduce its subsidy from public funds.

3. Ensure that security arrangements are appropriate to the assessed level of threat and the effective conduct of business; and develop and maintain contingency and business continuity plans so as to minimise the impact of disruption caused by unplanned incidents. [Links to all objectives]

Priorities in the period 2011-15:

- (1) We will develop and test our business continuity and contingency mechanisms to make the administration resilient to disruption.
  - (2) We will better secure the perimeter of the estate, and seek to take forward the pedestrianisation of St Margaret Street and Old Palace Yard.
  - (3) We will examine whether our security arrangements would be more efficient if further integrated with the Government Security Zone.
4. Facilitate public access to, and understanding and knowledge of, the work of the House of Lords, its heritage and collections. [Links to objectives 3 & 4]

Priorities in the period 2011-15:

- (1) We will consolidate and focus work under this task on specific audiences, creating communications that increase their understanding of the work and role of the House of Lords and how to interact with it.
  - (2) We will improve our website and make it the primary channel to help people to understand the work of the House.
5. Recruit, develop and retain staff with the capability and motivation to meet the needs of the House; encourage diversity and innovation; and approach tasks with a sense of common purpose. [Links to all objectives]

Priorities in the period 2011-15:

- (1) We will focus on the delivery of human resources core functions: efficient recruitment, deployment, learning and development, performance management, appropriate conditions of service and record-keeping.
  - (2) We will work to earn the loyalty and motivation of staff in a challenging period.
  - (3) We will respond better to business priorities by encouraging initiative and becoming more agile at allocating human resources across the administration.
6. Ensure a system of corporate governance and internal control which is open, effective and accountable, which delivers value for money and which is based on sound financial management. [Links to all objectives]

Priorities in the period 2011-15:

- (1) We will aim not to increase our resource costs, in real terms, throughout the period of the plan, despite the increased size of the House, and will reduce them where possible by reviewing what we do and how we do it.

- (2) We will make management more efficient and responsive, more cohesive and better at decision making and forward-planning; and we will aim to encourage diversity in all management grades.
  - (3) We will review the structure of the Administration.
7. Ensure that information produced in support of objectives is well-managed, and that for all information requirements ICT is effectively exploited. [Links to all objectives]  
Priorities in the period 2011-15:
  - (1) We will work with PICT to ensure that its strategy delivers robust core services and reflects an informed understanding of business needs.
  - (2) We will encourage greater reliance by members and staff on electronic rather than paper documents and records; and we will implement an electronic document and record management system for the administration.
  - (3) We will help PICT consider how new ICT developments (including internet-based computing) could produce secure, more efficient and effective ICT services.
8. Maintain good working relationships with the House of Commons, particularly in the provision of shared services; share information and best practice with other parliaments and assemblies within the United Kingdom and overseas; and co-operate with other organisations that can assist the work of the House and its administration. [Links to all objectives]  
Priorities in the period 2011-15:
  - (1) We will agree and monitor memoranda of understanding with the House of Commons for the delivery and management of each shared service.
  - (2) We will consider the establishment of further joint services, or outsourcing, where this would decrease the cost to the taxpayer and increase the efficiency and effectiveness with which the administration provides services to the House and its members.
  - (3) We will work towards establishing an International Relations Directorate which meets the needs of the House and optimises the use of resources.

## Values

The administration will be 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



# Business Plan 2011/12–2013/14

## House and Committees

*Task 1: Ensure that the advice, research, administrative support and reporting services for the House, its committees and individual members are timely, impartial, responsive and of high quality.*

The pursuit of this objective constitutes the central activity of the House administration—to support the work of the chamber, of committees and of Members. It dictates the work of the Public and Private Bill Office, the Delegated Legislation Office, the Journal Office, the Committee Office, the Printed Paper Office, the Office of the Clerk of the Parliaments (including the Clerks at the Table, the Registrar of Members' Interests and support for the Lord Speaker), the research resources of the Library, and the Official Report (Hansard): and it draws heavily upon the support staff immediately involved in servicing the chamber and committee rooms.

### Priorities

- In the provision of our services, we will earn the respect of members and the public for our independence, integrity and professionalism.
- We will help members fulfil their roles and obligations in a changing House by making our services more accessible but in efficient and cost-effective ways.
- We will benchmark and review our working practices to ensure that our services are provided effectively and efficiently.
- We will provide impartial and expert advice on proposals for reform of the House of Lords.

### Risks

- Failure to have the appropriate skills within the administration.
- Inadequate ICT systems or breakdown.

Business area	Deliverable	Target Date	Responsible
Ensure responsive support for committees	<ul style="list-style-type: none"> <li>Meet demand for resources following the likely appointment of pre-legislative and ad-hoc committees.</li> </ul>	2011/12	Parliamentary Services (Clerk of Committees)
Provision of reporting services	<ul style="list-style-type: none"> <li>Monitor the effects of having taken on the committee transcription service.</li> </ul>	2011/12 and 2012/13	Parliamentary Services (Editor of Debates)
Support for Members in discharging their legislative function	<ul style="list-style-type: none"> <li>Work with Commons, PICT and other stakeholders to enable bills software to produce re-useable XML text, as part of the Procedural Data Programme.</li> </ul>	2011/12 & 2012/13	Parliamentary Services (Clerk of Public and Private Bills)
	<ul style="list-style-type: none"> <li>Continue revision of Private Bill Standing Orders, with the Commons.</li> </ul>	December 2011	
	<ul style="list-style-type: none"> <li>Continue collaborating with the Commons in preparing a 24th edition of Erskine May.</li> </ul>	May 2011	(Clerk of the Journals)
Develop Library and research/information services to meet Members' needs which are relevant to the work of the House	<ul style="list-style-type: none"> <li>Fit out, staff and open the Millbank House Members' Library and e-Library.</li> </ul>	October 2011	Director of Information Services
	<ul style="list-style-type: none"> <li>Recruit and induct new research staff.</li> </ul>	2011/12	
	<ul style="list-style-type: none"> <li>Promote bi-cameral knowledge and information management initiatives.</li> </ul>	2011/12	
Induction of new Members	<ul style="list-style-type: none"> <li>Offer parliamentary training to Members of the House through: <ul style="list-style-type: none"> <li>- mentoring by staff</li> <li>- presentations</li> <li>- open days.</li> </ul> </li> </ul>	July 2011	Clerk of the Parliaments
Procedure and working practices of the House	<ul style="list-style-type: none"> <li>Implement any agreed recommendations arising out of the Leader's Working Group.</li> </ul>	2011/12	Clerk of the Parliaments

# Catering, retail, property and office services

*Task 2: Improve accommodation and facilities to enable members and staff to work effectively, and in a safe, healthy, and sustainable environment.*

This task is concerned with providing an appropriate physical environment in which the House of Lords can operate effectively and efficiently. It embraces the commissioning of building maintenance and works, both on a shared basis with the Commons and, for those parts of the estate in sole Lords occupation, on a Lords-only basis. The task also includes strategic consideration and planning of the use of accommodation and providing support facilities and services within that physical environment, including those of Catering and Retail Services. The Director of Facilities is responsible for delivery of this objective working as appropriate with the Director General of Facilities, House of Commons. The Director of Facilities acts in conjunction with the Parliamentary Estates Directorate on joint projects and relocations, and with the Commons Accommodation and Logistics Services on the provision of office and logistics services.

## Priorities

- We will propose an effective and efficient accommodation strategy for both members and staff; and we will implement the agreed strategy making best use of the opportunities offered by occupancy of Millbank House.
- We will focus the works programme on securing the long-term viability of the Palace of Westminster as the working environment for Parliament and we will set out a 25-year plan to deliver this in conjunction with a strengthened Parliamentary Estates Directorate.
- We will promote efficiency and sustainability in our buildings, while having regard to our architectural heritage.
- We will change the provision of catering services more appropriately to meet the needs of members and staff; and continue to reduce its subsidy from public funds.



## Risks

- Disruption to the strategic plan objectives as a result of poor management of a major project or change programme.
- The I Millbank project fails to deliver expected benefits on time and to budget.
- Disruption to the strategic plan objectives as a result of external utility failure or environmental event.
- Disruption to the strategic plan objectives as a result of inadequate infrastructure, an internal infrastructure failure, fire or flood.

Business area	Deliverable	Target Date	Responsible
Implement the Accommodation Strategy	<ul style="list-style-type: none"> <li>Complete the renovation of Millbank House, recruit new support staff, and occupy with Members and staff in October 2011.</li> <li>Dispose of or sub-let any unwanted leasehold property.</li> <li>Prepare an options appraisal on the future of 5 Great College Street after 2015 and prepare a business case for the preferred option.</li> </ul>	<p>October 2011</p> <p>2011/12 (and continuing)</p> <p>2012/13 – 2013/14</p>	Support Services (Director of Facilities)
Securing long-term viability of the Palace of Westminster, in conjunction with the Commons as part of the 25-year programme	<ul style="list-style-type: none"> <li>Continue five-year programme of “aggressive maintenance” of mechanical and electrical services in the Palace.</li> <li>Develop a business case for further work on cast iron roofs to be delivered from 2012-13.</li> <li>Continue fire compartmentation and install automatic fire detection.</li> <li>Urgent conservation of interior stonework in Westminster Hall.</li> <li>Commence environmental monitoring to establish impact of visitors and users on the historic fabric of the Palace.</li> <li>Plan refurbishment of 7 Old Palace Yard in 2015/16.</li> </ul>	<p>2011/12 – 2014/15</p> <p>2011/12</p> <p>2011/12 to 2013/14</p> <p>2011/12</p> <p>2011/12</p> <p>2013/14</p>	Support Services (Director of Facilities)
Off-site logistics facility	<ul style="list-style-type: none"> <li>Manage the administrative implications of the off-site logistics facility.</li> </ul>	2011/12	Support Services (Director of Facilities)
Health and Safety	<ul style="list-style-type: none"> <li>With the Commons, review management of Health and Safety on the Parliamentary Estate.</li> </ul>	2011/12	Support Services (Director of Facilities) and Human Resources (Director of HR)

Business area	Deliverable	Target Date	Responsible
Promotion of efficiency and sustainability	<ul style="list-style-type: none"> <li>• Introduce sustainability reporting in accordance with Treasury/NAO template.</li> <li>• Act on results of sustainability reporting to improve energy performance.</li> </ul>	2011/12	Support Services (Director of Facilities)
Catering services	<ul style="list-style-type: none"> <li>• Implement agreed recommendations from 2009 review, in the context of the House strategy on savings.</li> <li>• Achieve forecast of further reducing the catering/retail subsidy year on year.</li> </ul>	2011/12  2011/12 & 2012/13	Support Services (Director of Facilities)  (Head of Catering and Retail Services)

# Security

*Task 3(a): Ensure that security arrangements are appropriate to the assessed level of threat and the effective conduct of business.*

This is the responsibility of Black Rod for the House of Lords, working in conjunction with the Parliamentary Security Coordinator, the Serjeant at Arms of the House of Commons, the Chief Superintendant and the Directors of Facilities of both Houses. Responsibility is exercised through Black Rod's membership of relevant committees, including the Joint Committee on Security, the Security Review Implementation Board and the House of Lords Management Board. Regular and close coordination occurs for routine and high profile events. Frequent liaison is undertaken with the external agencies that have a role in maintaining the security of the Palace of Westminster.

## Priorities

- We will better secure the perimeter of the estate, and seek to take forward the pedestrianisation of St Margaret Street and Old Palace Yard.
- We will examine whether our security arrangements would be more efficient if further integrated with the Government Security Zone.

## Risks

- Disruption to the strategic plan objectives as result of security requirements, a breach in security or terrorist attack.

Business area	Deliverable	Target Date	Responsible
Securing the perimeter of the Parliamentary Estate	<ul style="list-style-type: none"> <li>Review security aspects of off-site logistics facility.</li> </ul>	2011/12	Black Rod/Serjeant at Arms (with Director of Facilities)
	<ul style="list-style-type: none"> <li>Implement stand-off protection at Northern perimeter.</li> </ul>	December 2011	Director of Facilities (with Director General of Facilities (House of Commons))
	<ul style="list-style-type: none"> <li>Further improve access control with more pass-controlled doors.</li> </ul>	April 2011	Black Rod/Serjeant at Arms with the Directors of Facilities
	<ul style="list-style-type: none"> <li>Conduct feasibility study on improving perimeter protection measures.</li> </ul>	December 2011	Black Rod/Director of Facilities/ Parliamentary Director of Estates
Integration of security arrangements	<ul style="list-style-type: none"> <li>Align delivery of parliamentary security plans with the Government's CONTEST strategy.</li> </ul>	2011/12	Black Rod/Serjeant at Arms/Parliamentary Security Co-ordinator

# Contingency Planning and Business Continuity

*Task 3(b): Develop and maintain contingency and business continuity plans so as to minimise the impact of disruption caused by unplanned incidents.*

This task involves the development, testing and review of plans to ensure that the House can continue to operate effectively in the face of unplanned incidents. These incidents might arise from external factors like a breach in security, terrorist attack, utility failure, or an environmental disaster: or they might stem from internal factors like failure of infrastructure, fire or flood. In any form of disruption, the safety of people on the Parliamentary Estate and preservation of buildings and infrastructure are key considerations. Policy in this area is formulated by the bi-cameral Business Risk and Resilience Group (BRRG).

The task also includes planning and delivery of known and new major ceremonial events.

Black Rod delivers his responsibilities for this objective through the House Committee, the Management Board and in close coordination with the Clerk Assistant, the Director of Facilities and the Serjeant at Arms. Black Rod and/or the Yeoman Usher act as “Silver” for the House in the broader command and control organisation which has been adopted in order to respond to incidents.

## Priorities

- We will develop and test our business continuity and contingency mechanisms to make the administration resilient to disruption.

## Risks

- Disruption to the strategic plan objectives as a result of security requirements, a breach in security or terrorist attack.
- Disruption to the strategic plan objectives as a result of external utility failure or environmental event.
- Disruption to the strategic plan objectives as a result of inadequate infrastructure, an internal infrastructure failure, fire or flood.

Business area	Deliverable	Target Date	Responsible
Improve business continuity and contingency mechanisms	<ul style="list-style-type: none"> <li>• Revise relocation plans to take account of opening of Millbank House.</li> </ul>	July 2011	Black Rod/Director of Facilities
	<ul style="list-style-type: none"> <li>• Produce new bi-cameral business continuity plan.</li> </ul>	October 2011	Black Rod/Serjeant at Arms
	<ul style="list-style-type: none"> <li>• Rehearse Gold &amp; Silver procedures.</li> </ul>	May & October 2011	
Ceremonial events	<ul style="list-style-type: none"> <li>• Improve the base planning documents.</li> </ul>	June 2011	Black Rod (with Serjeant at Arms & Parliamentary Director of Estates)
	<ul style="list-style-type: none"> <li>• Planning of events in Westminster Hall:               <ul style="list-style-type: none"> <li>- 650th Anniversary of the Magistrates Association.</li> </ul> </li> </ul>	May 2011	
	<ul style="list-style-type: none"> <li>- Commonwealth Parliamentary Association Conference.</li> </ul>	July 2011	
	<ul style="list-style-type: none"> <li>- Diamond Jubilee of HM The Queen.</li> </ul>	2012	

# Outreach and Access

*Task 4: Facilitate public access to, and understanding and knowledge of, the work of the House of Lords, its heritage and collections.*

The proceedings of the House and most sittings of committees are conducted in public and have long been communicated in written and broadcast form. Pursuit of this task involves further enhancing the ways in which parliamentary information is disseminated—through the internet and by webcasting for example. It also involves the preparation and production of written material describing the work of the House and its Committees and answering requests for information from the public. The House administration collaborates with the Commons in the provision of education, broadcasting, visitor, website and outreach services and undertakes certain outreach responsibilities of its own in support of the Lord Speaker's outreach programme. While these tasks are shared by staff in many different offices across the House, the responsibility for furthering this objective lies in the main with the Director of Information Services and Librarian.

## Priorities

- We will consolidate and focus work under this task on specific audiences, creating communications that increase their understanding of the work and role of the House of Lords and how to interact with it.
- We will improve our website and make it the primary channel to help people to understand the work of the House.

## Risks

- Damage to the Administration's reputation amongst Members of the House or the public due to:
  - i. a failure to provide timely, relevant and accurate information on the work of the House to Members, the media and the public.
  - ii. a failure to take appropriate action to mitigate adverse public perception of the Administration.
- Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Freedom of Information requirements.



Business area	Deliverable	Target Date	Responsible
Promotion of the work of the House of Lords via online media	<ul style="list-style-type: none"> <li>Ensure that the development of the Web and Online Services' content strategy for the Parliament website reflects the needs of the House of Lords.</li> </ul>	March 2012	Information Services (Director of Public Information)
Press: advice and liaison	<ul style="list-style-type: none"> <li>Institute an out of hours Press Office service.</li> </ul>	September 2011	Information Services (Director of Public Information)
	<ul style="list-style-type: none"> <li>Provide media training for all spokespeople in the Lords administration.</li> </ul>	October 2011	
Publications	<ul style="list-style-type: none"> <li>Revise House of Lords suite of publications.</li> </ul>	October 2011	Information Services (Director of Public Information)
	<ul style="list-style-type: none"> <li>Develop on-line ordering and distribution service for publications of the Information Service.</li> </ul>	March 2012	
Outreach and education	<ul style="list-style-type: none"> <li>Promote work of the House to target audiences identified in the Communication Strategy (young parents and the recently retired).</li> </ul>	2011/12 to 2012/13	Information Services (Director of Public Information)
	<ul style="list-style-type: none"> <li>Ensure that the bicameral services reflect the priorities in the House Communication Strategy.</li> </ul>	March 2012	
	<ul style="list-style-type: none"> <li>Implement new Memoranda of Understanding with the bicameral Education, Outreach, Visitor and Web and Intranet Services, the better to monitor delivery and value for money.</li> </ul>	March 2012	
	<ul style="list-style-type: none"> <li>Year 3 of regional displays and activities under the "Connecting with Communities" project.</li> </ul>	2011/12	Clerk of the Records

Business area	Deliverable	Target Date	Responsible
Exhibitions	<ul style="list-style-type: none"> <li>• Royal Gallery displays to mark the following events:</li> <li>- Centenary of the passing of the Parliament Act 1911.</li> <li>- Diamond Jubilee of HM The Queen.</li> <li>- Bi-centenary of the assassination of Mr. Spencer Perceval, Prime Minister.</li> <li>- Centenary of the outbreak of the Great War 1914-18.</li> </ul>	<p>2011/12</p> <p>February 2012</p> <p>May 2012</p> <p>August 2014</p>	Information Services (Clerk of the Records)



# Staffing and Training

*Task 5: Recruit, develop and retain staff with the capability and motivation to meet the needs of the House; encourage diversity and innovation; and approach tasks with a sense of common purpose.*

The Director of Human Resources is responsible for the delivery of this task on behalf of the Clerk of the Parliaments who, as Corporate Officer, employs all House of Lords staff and promotes the concept of the House administration as a single service. The objectives are met by implementing human resources policies and procedures which are consistent with current employment legislation and best practice, and with a view to keeping broadly in line with the House of Commons and the Civil Service.

## Priorities

- We will focus on the delivery of human resources core functions: efficient recruitment, deployment, learning and development, performance management, appropriate conditions of service and record-keeping.
- We will work to earn the loyalty and motivation of staff in a challenging period.
- We will respond better to business priorities by encouraging initiative and becoming more agile at allocating human resources across the administration.

## Risks

- Disruption to the strategic plan objectives as a result of failure to:
  - i. retain the appropriate skills within the administration;
  - ii. follow employment law and relevant HR best practice;
  - iii. maintain effective employee relations.

Business area	Deliverable	Target Date	Responsible
HR core functions	<ul style="list-style-type: none"> <li>Review the pay system for Bands A to E.</li> </ul>	July 2011	Director of Human Resources
	<ul style="list-style-type: none"> <li>In collaboration with the Commons, redesign the pay system for senior staff.</li> </ul>	2011/12	
	<ul style="list-style-type: none"> <li>Review appraisal and autumn development review arrangements.</li> </ul>	July 2011	
	<ul style="list-style-type: none"> <li>Agree a new service level agreement with the My CSP (My Civil Service Pension) service provider.</li> </ul>	July 2011	
	<ul style="list-style-type: none"> <li>Deliver management training (Professional Excellence in Management).</li> </ul>	From April 2011	
Loyalty and motivation of staff	<ul style="list-style-type: none"> <li>Agree and publish a reward strategy.</li> </ul>	May 2011	Director of Human Resources
	<ul style="list-style-type: none"> <li>Implement learning and development strategy for House of Lords staff.</li> </ul>	May 2011	
Allocation of human resources	<ul style="list-style-type: none"> <li>Implement a round of staff moves in line with the mobility scheme agreed by Board.</li> </ul>	July 2011	Director of Human Resources
	<ul style="list-style-type: none"> <li>Implement revised competencies for all grades, following a review.</li> </ul>	July 2011	

# Corporate Governance

*Task 6: Ensure a system of corporate governance and internal control which is open, effective and accountable, which delivers value for money and which is based on sound financial management.*

The Clerk of the Parliaments as Accounting Officer is responsible for ensuring the propriety and regularity of the administration's stewardship of financial resources and for establishing an appropriate risk management framework and reporting system. Leadership on financial responsibilities within the administration is delegated by the Clerk of the Parliaments to the Finance Director, and on corporate matters in general to the Reading Clerk. The Clerk of the Parliaments is also advised by the Audit Committee on all matters concerning governance, risk management and internal control.

The House of Lords Management Board collectively is responsible for ensuring that appropriate and timely decisions are taken either by itself or through a system of delegations. The Board advises the House Committee, through the Clerk of the Parliaments, on matters which are reserved to it. The Board also ensures scrutiny of financial systems and monitors the risks faced by the House and its administration, and oversees the preparation of the business and financial plans, resource accounts and other strategic documentation.

## Priorities

- We will aim not to increase our resource costs, in real terms, throughout the period of the plan, despite the increased size of the House, and will reduce them where possible by reviewing what we do and how we do it.
- We will make management more efficient and responsive, more cohesive and better at decision making and forward-planning; and we will aim to encourage diversity in all management grades.
- We will review the structure of the Administration.

## Risks

- Disruption to the strategic plan objectives as result of a failure:
  - i. to comply with legal or audit requirements;
  - ii. to manage contracts and oversee suppliers;
  - iii. in financial planning and management;
  - iv. to maintain adequate control over shared services;
  - v. to secure value for money.
- Disruption to the strategic plan objectives as a result of poor management of a major project or change programme.
- Damage to the Administration's reputation amongst Members of the House or the public due to a failure to take appropriate action to mitigate adverse public perception of the Administration.
- Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Freedom of Information requirements.

Business area	Deliverable	Target Date	Responsible
Savings	<ul style="list-style-type: none"> <li>Seek value for money in the delivery of services and projects under the current Business Plan and the targets set in the financial plans 2011-15.</li> </ul>	2011-12 to 2012-15	Finance Director
Members' Expenses	<ul style="list-style-type: none"> <li>Accommodate consequences of the new system for Members' financial support and reporting.</li> </ul>	2011/12	Finance Director
Transparency and reporting	<ul style="list-style-type: none"> <li>Devise a parliamentary scheme for reporting of progress in sustainability issues and of heritage assets in line with HM Treasury template.</li> </ul>	2011/12	Finance Director/ Reading Clerk
Performance Management	<ul style="list-style-type: none"> <li>Adopt and implement a new regime for the management of performance of the administration, with quarterly reporting to the Management Board.</li> </ul>	2011/12	Corporate Services (Reading Clerk)
Corporate responsibility	<ul style="list-style-type: none"> <li>Accommodate any corporate responsibility (CR) initiatives, other than environmental sustainability, into the annual business planning and reporting cycle.</li> <li>Improve the reporting of CR in staff communications.</li> <li>Support Transport for London in establishing a docking station for their Cycle Hire Scheme close to the Parliamentary Estate.</li> </ul>	2011/12	Corporate Services (Reading Clerk)
Administrative change	<ul style="list-style-type: none"> <li>Implement any agreed changes to the management structure following the 2011 review of the Management Board and administration.</li> </ul>	2011/12	Clerk of the Parliaments





# Information, and Information and Communications Technology

*Task 7: Ensure that information produced in support of objectives is well-managed, and that for all information requirements ICT is effectively exploited.*

This task aims to improve the management of parliamentary information in support of the administration; and to take advantage of information technology in the production, publication, management and archiving of that information. Most of the initiatives in this area are heavily dependent on the support of PICT services.

Development and operation of Freedom of Information, data protection and information security policies are included in this task.

## Priorities

- We will work with PICT to ensure that its strategy delivers robust core services and reflects an informed understanding of business needs.
- We will encourage greater reliance by members and staff on electronic rather than paper documents and records; and we will implement an electronic document and record management system for the administration.
- We will help PICT consider how new ICT developments (including internet-based computing) could produce secure, more efficient and effective ICT services.

## Risks

- Disruption to the strategic plan objectives as a result of inadequate ICT systems or breakdown.
- Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Freedom of Information requirements.

Business area	Deliverable	Target Date	Responsible
Improve accessibility of procedural information	<ul style="list-style-type: none"> <li>• Work with PICT and the House of Commons in delivering upgraded ICT applications for procedural services, as part of the Procedural Data Programme.</li> </ul>	March 2012	Parliamentary Services (Clerk Assistant)
	<ul style="list-style-type: none"> <li>• Build and launch the online Private Bill witness database.</li> </ul>	2011/12	Information Services (Clerk of the Records)
Encourage greater reliance on electronic rather than paper documents	<ul style="list-style-type: none"> <li>• Develop and implement a package of measures to replace selected printed products with online-only products.</li> </ul>	2011/12	Parliamentary Services (Clerk Assistant)
Members' ICT service	<ul style="list-style-type: none"> <li>• Complete refresh of Members' ICT equipment</li> </ul>	July 2011	Corporate Services/ PICT (Reading Clerk)
Improve electronic record keeping in Parliament	<ul style="list-style-type: none"> <li>• Delivery of the bi-cameral electronic documents and record management project (SPIRE) under the contract with Kainos.</li> </ul>	2011/12	Information Services (Director of Information Services and Clerk of the Records)
Improve accessibility of parliamentary information	<ul style="list-style-type: none"> <li>• Undertake prioritised digitisation projects in accordance with the Digitisation Strategy.</li> </ul>	2011/14	Information Services (Clerk of the Records)
	<ul style="list-style-type: none"> <li>• Complete procurement of digital repository and associated preservation services.</li> </ul>	2012/13	
	<ul style="list-style-type: none"> <li>• Improve accessibility and relevance of the information held on the website and intranet, in line with the policy of reducing reliance on paper publication.</li> </ul>	2011/12	Director of Public Information

# External Relations

*Task 8: Maintain good working relationships with the House of Commons, particularly in the provision of shared services; share information and best practice with other parliaments and assemblies within the United Kingdom and overseas; and co-operate with other organisations that can assist the work of the House and its administration.*

All members of the Management Board and other senior managers have responsibility in promoting working relationships with the House of Commons, particularly over shared services and as members of the PICT Advisory Board and Parliamentary Estates Board. They also participate in regular networking meetings with their counterparts from the devolved parliaments and assemblies and stand ready as required to share knowledge and experience with Commonwealth and other overseas parliaments and EU institutions, including the European Centre for Parliamentary Research and Documentation.

Delegations to international parliamentary assemblies, representative travel (including that of the Lord Speaker or her representative), and inward visits are the responsibility of the Reading Clerk as Clerk of the Overseas Office. Four inter-parliamentary bodies – the Inter-Parliamentary Union, Commonwealth Parliamentary Association, British American Parliamentary Group and British Irish Inter-Parliamentary Assembly – undertake activities within their areas of competence which are consistent with this objective, in promoting best democratic practice and inter-parliamentary contact. Close collaboration with the Commons is maintained in carrying out most of the House's international activities.

## Priorities

- We will agree and monitor memoranda of understanding with the House of Commons for the delivery and management of each shared service.
- We will consider the establishment of further joint services, or outsourcing, where this would decrease the cost to the taxpayer and increase the efficiency and effectiveness with which the administration provides services to the House and its members.
- We will ensure that expenditure on international relations meets the needs of the House and optimises the use of resources.

## Risks

- Disruption to the strategic plan objectives as a result of a failure to maintain adequate control over shared services.
- Damage to the administration's reputation amongst Members of the House or the public due to a failure to take appropriate action to mitigate adverse public perception of the administration.

Business area	Deliverable	Target Date	Responsible
International Relations	<ul style="list-style-type: none"> <li>Following the closure of the WEU Parliamentary Assembly negotiate with other EU parliaments a successor scrutiny body, using existing frameworks and resources.</li> </ul>	2011/12	Corporate Services (Reading Clerk and Clerk of the Overseas Office)
Hosting meetings of international parliamentary assemblies	<ul style="list-style-type: none"> <li>Contribute towards the funding of the Commonwealth Parliamentary Association's Centenary Conference, London 2011; assist in planning; and ensure value for money.</li> </ul>	July 2011	Corporate Services (Reading Clerk and Clerk of the Overseas Office)
Provision of shared services	<ul style="list-style-type: none"> <li>With the House of Commons, improve systems for the joint planning and monitoring of the bi-cameral Information Services (Parliamentary Archives, Broadcasting, Curator's Office, Education, Outreach, Visitor Services and Webcentre).</li> </ul>	2011/12	Information Services (Director of Information Services and Librarian)
	<ul style="list-style-type: none"> <li>Implement the recommendations of the bicameral internal audit of service level agreements and other arrangements for services shared with the Commons.</li> </ul>	2011/12	Finance Director

# Corporate Risks

The numbers in square brackets relate to the relevant strategic tasks listed in the administration's Strategic Plan printed on page 8.

			Owner
<b>1</b>	<b>Security</b>	Disruption to the strategic plan objectives as a result of security requirements, a breach in security or terrorist attack [3(a), 3(b)].	Black Rod
<b>2a</b>	<b>Externalities</b>	Disruption to the strategic plan objectives as a result of external utility failure or environmental event [2, 3(b)].	Director of Facilities (with business continuity input from Black Rod)
<b>2b</b>	<b>Infrastructure</b>	Disruption to the strategic plan objectives as a result of inadequate infrastructure, an internal infrastructure failure, fire or flood [2, 3(b)].	Director of Facilities
<b>3</b>	<b>ICT</b>	Disruption to the strategic plan objectives as a result of inadequate ICT systems or breakdown [1, 7].	Director of Parliamentary ICT
<b>4</b>	<b>Staff</b>	Disruption to the strategic plan objectives as a result of failure to: <ul style="list-style-type: none"> <li>i. have the appropriate skills within the administration;</li> <li>ii. follow employment law and relevant HR best practice;</li> <li>iii. maintain effective employee relations [1, 5].</li> </ul>	Director of Human Resources
<b>5</b>	<b>Finance</b>	Disruption to the strategic plan objectives as a result of a failure: <ul style="list-style-type: none"> <li>i. to comply with legal or audit requirements;</li> <li>ii. to manage contracts and oversee suppliers;</li> <li>iii. in financial planning and management;</li> <li>iv. to maintain adequate control over shared services;</li> <li>v. to secure value for money [6, 8].</li> </ul>	Finance Director
<b>6a</b>	<b>Projects</b>	Disruption to the strategic plan objectives as a result of poor management of a major project or change programme [2, 6].	Director of Facilities

			Owner
6b	<b>Projects; I Millbank</b>	The I Millbank project fails to deliver expected benefits on time and to budget [2].	Director of Facilities
7	<b>Reputation</b>	Damage to the Administration's reputation amongst Members of the House or the public due to: <ul style="list-style-type: none"> <li>i. a failure to provide timely, relevant and accurate information on the work of the House to Members, the media and the public;</li> <li>ii. a failure to take appropriate action to mitigate adverse public perception of the Administration [4, 6].</li> </ul>	Director of Information Services
8	<b>Data</b>	Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with FoI requirements [4, 6, 7].	Director of Corporate Services

# Spending Plans

## 2011/12 - 2013/14

The following section sets out the forecast resource costs of the House on the basis of the work reflected in this business plan. These costs have been approved by the House Committee as the overall funding for the House administration for the period of the business plan. The first year of the spending plans is the approved Estimate for 2011/12 while costs in the second and third years will form the basis of the formal bids for funding in the Estimates for the following years. Spending plans are reviewed annually by the House Committee.

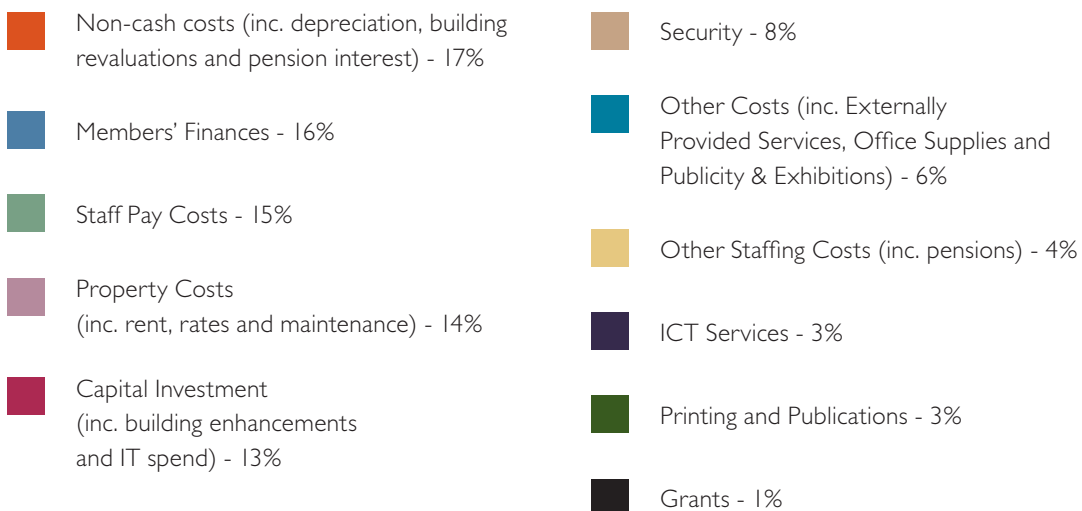
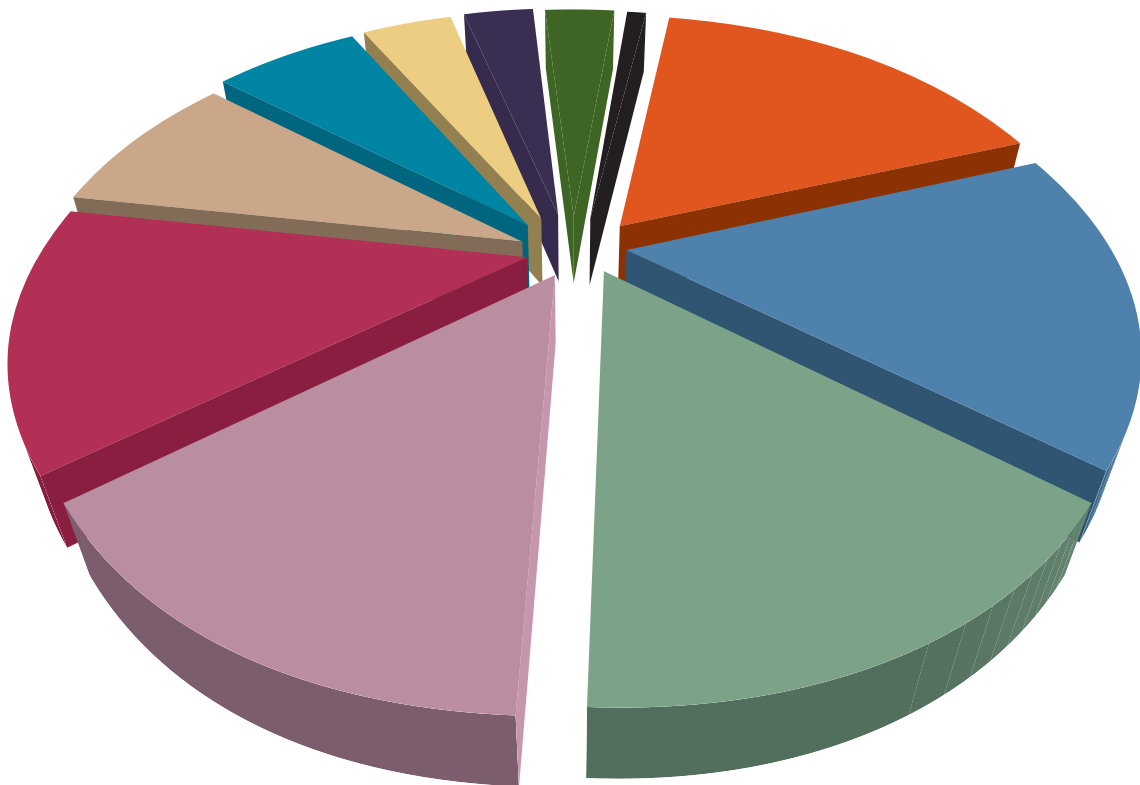
Details of this expenditure, annually adjusted, are as follows.

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	£000s	£000s	£000s	£000s
Staff Pay Costs	£19,428	£20,099	£20,135	£20,163
Other Staffing Costs	£5,970	£5,541	£5,491	£5,496
Externally Provided Services	£1,063	£1,094	£1,040	£1,060
Printing and Publications	£4,227	£4,318	£4,191	£4,205
Office Supplies	£397	£404	£395	£395
ICT Services	£4,619	£4,008	£3,121	£3,057
Publicity & Exhibitions	£350	£364	£296	£291
Members' Expenses	£21,767	£22,404	£22,402	£22,404
Security	£10,267	£10,247	£10,225	£10,192
Grants	£1,183	£1,487	£1,487	£1,487
Other Costs	£6,659	£6,623	£7,106	£6,877
Property Costs	£18,371	£18,623	£19,163	£19,164



Non-cash costs	£22,481	£13,739	£13,876	£14,187
Income	(£6,601)	(£6,545)	(£6,539)	(£6,544)
<b>Net Resource Requirement</b>	<b>£110,181</b>	<b>£102,406</b>	<b>£102,389</b>	<b>£102,434</b>
<b>Capital Investment</b>	<b>£17,881</b>	<b>£13,681</b>	<b>£20,402</b>	<b>£21,383</b>
<b>Total Resources</b>	<b>£128,062</b>	<b>£116,087</b>	<b>£122,791</b>	<b>£123,817</b>
<b>Accruals to cash adjustments:</b>				
Depreciation and similar charges	(£16,906)	(£7,819)	(£7,597)	(£7,543)
Other non-cash items	(£5,575)	(£5,921)	(£6,279)	(£6,643)
Movements in working capital and other adjustments	(£731)	(£694)	(£678)	(£610)
<b>Total</b>	<b>(£23,212)</b>	<b>(£14,434)</b>	<b>(£14,554)</b>	<b>(£14,796)</b>
<b>Net Cash Requirement</b>	<b>£104,850</b>	<b>£101,653</b>	<b>£108,237</b>	<b>£109,021</b>

# Total Resources by Objective 2011/12-2012/13





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