



# HOUSE OF LORDS

## Management Board

17th Meeting

Wednesday 20 December 2017

### MINUTES

<b>Present:</b>	Ed Ollard	Chairman
	Mostaque Ahmed	Financial Resources
	Simon Burton	Parliamentary Services
	Tracey Jessup	Digital Services
	David Leakey	Black Rod
	Jane May	External member
	Nigel Sully	Human Resources
	Jake Vaughan	Corporate Services
Apologies	Carl Woodall	Support Services
	Eric Hepburn	Security
Attendees	Benet Hiscock	Director of Communications (item 5)

#### 1. Risk report: Human Resources

**MB/2017/113**

- 1.1 The Board **discussed** the revised risk descriptions and mitigations in respect of the staff-related risks facing the House of Lords Administration and agreed the overall corporate risk for inclusion in the corporate risk register for 2018.
- 1.2 The Board **agreed** the proposal for an annual HR report to assist the Board in assessing the collective impact of the risk mitigations. It was noted that the report would not be focused exclusively on risks, but would contain trends data, and would note progress against the HR strategy once that had been agreed. Nigel Sully said he expected to bring a draft HR strategy to the Board in March 2018.
- 1.3 The Chair noted that the suggested scores indicated concern about resourcing and that was echoed across the Administration. Offices were feeling stretched in many areas. Flexible working and cooperative working across the Administration provided potential solutions.
- 1.4 The Board **discussed** the new high-level view of the staff-related risks facing the House of Lords Administration and **agreed** its wording and scoring.

## 2. Senior Band pay 2017

MB/2017/114

- 2.1 The Board **agreed** the pay-related proposals for senior band staff.
- 2.2 The Board discussed the process for agreeing senior band pay. It was **agreed** that the current arrangements should be reviewed, although it was expected that any changes would not be implemented until the pay award in 2019.
- 2.3 It was expected that the pay award, effective from 1 April 2017, would be implemented with arrears in January 2018.
- 2.4 The level of communication to staff (at all grades) concerning the pay award was left to the discretion of the HR Director.

## 3. Organisational performance management framework

MB/2017/115

- 3.1 The Board **endorsed** the proposed framework for quarterly corporate performance reports, as set out in detail in the draft user's manual and the sample report. Mostaque Ahmed noted that it would be helpful to consider in future the level of reporting to the Board on risk, performance and finance, and how this supported the Board in discharging its functions.
- 3.2 The Board **agreed to allow** the corporate governance team latitude to adjust KPIs where necessary before the start of the 2018/19 financial year.
- 3.3 The Board **agreed** that for Q3 of 2017/18 there may be some gaps in the information provided. It was **agreed** that gaps would not be acceptable for Q4 of 2017/18.

## 4. 2017/18 Corporate Business Plan: mid-term review

MB/2017/116

- 4.1 The Board **agreed** that this was a useful exercise. It was noted that future reviews should be conducted sooner, and possibly more frequently, to allow the Board to resolve issues where necessary before the end of the financial year.
- 4.2 The Board discussed the reasons for a significant number of deliverables being deferred or unlikely to be completed by their target date. Some initiatives, such as an external review of the Management Board, had been deferred in the light of the changes to the composition of the Board in 2017. The review of select committee activity had been deferred following a decision by the Liaison Committee. Millbank House Development was delayed, and the Board was well sighted of the issues and maintaining close oversight. Delays to Office365, Skype for Business and the development of the website were the result of the unexpected election and the cyber attack in June, both of which had required the displacement of resources to urgent priorities. As a result PDS had re-baselined its business plan and adjusted target delivery dates.
- 4.3 The Board **agreed** that the lessons for the corporate business plan 2018/19 were to focus on fewer initiatives and deliverables, to be realistic about targets and resourcing; and to capture the role and importance of core business in a demand-led environment. A further lesson was to consider re-baselining the

future business plan in-year in the light of events, as PDS had done.

## 5. Members' Survey 2018

**MB/2017/117**

5.1 The Board **approved** the replacement of the biannual quantitative surveys with an annual programme of qualitative interviews and periodic quantitative surveys. Concerns were raised that the proposed sample size for the qualitative interviews was too small; and that the proposed frequency of quantitative surveys was too low. The Chairman said the Board endorsed the direction of travel but that these issues needed further consideration.

5.2 The Board **agreed** that the Services Committee and the Senior Deputy Speaker should be consulted on the proposals.

## 6. Corporate Risk Register as at 7 December

**MB/2017/118**

6.1 The Board took **note**.

## 7. Health and Safety: Centre of Excellence

**MB/2017/119**

7.1 This item was deferred to the next meeting in the light of Carl Woodall's absence.

## 8. Portfolio dashboard

**MB/2017/120**

8.1 The Board took **note**.

### Oral updates

- Mostaque Ahmed informed the Board that the prioritisation exercise of projects in Strategic Estates had led to some de-prioritisation of works, but that the projects identified tended to be those that were not on track, or not being progressed. The amount of capacity that was likely to be released was therefore questionable. It had been agreed that Fielden House could proceed to Outline Business Case.
- The Chair noted that it was the final meeting for David Leakey who was leaving the service of the House. He thanked David for his service and his contributions to the Board. David Leakey said it had been a privilege to be a member of the Board.

**Next Meeting:** Wednesday 17 January at 10am

---

Secretary to the Management Board

20 December 2017

<b>Meeting date</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline/ Status</b>
26 June	To return to the Board with a proposal for resources required for PSAB	CW	Deferred to January meeting
11 Oct	To provide quarterly reports on compliance with mandatory training to the Board, and monthly reports to Heads of Office	JT/NS	From February 2018
11 Oct	To consult the trade unions about ensuring compliance with mandatory training	JT/NS	End 2017
29 November	Mostaque Ahmed to return to the Board with a proposal for reviewing the financial remit	MA	April 2018
29 November	Carl Woodall to keep the Board informed of progress of the MBH development project	CW	Deferred to January 2018
29 November	Carl Woodall and Mostaque Ahmed to establish available funds under EWEIR programme for MBH HV work	CW & MA	Deferred to January 2018
20 December	Nigel Sully to bring proposal for HR strategy to Board	NS	March 2018