



HOUSE OF COMMONS

House of Commons Commission

Thirty-sixth report of the Commission,
and annual report of the Administration
Estimate Audit Committee

Financial Year 2013/14



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Administration Estimate Audit Committee**

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Presented to the House of Commons pursuant to section 1(3) of the House of Commons
(Administration) Act 1978

Ordered by the House of Commons to be printed 22 July 2014

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Financial years are shown thus: 2013/14

Parliamentary sessions are shown thus: 2013-14

The Commission Annual Report for 2013/14 follows the same structure as the Corporate Business Plan 2013/14 in terms of the Strategy for the House of Commons Service 2013-17.



Foreword by the Speaker

Much has happened this year in preparation for our anniversary year of 2015 and for the future. One of the achievements that I regard as most notable for the Commission, for colleagues and for the people we represent, was the granting of planning permission to build a new Education Centre, at the northern end of Victoria Tower Gardens. After several years of negotiation and hard work, I am looking forward to the opening of the Education Centre in 2015, which will allow us to double - and more - the number of children and students who are able to visit Parliament – up from 45,000 young people to 95,000 a year. This initiative, in conjunction with our ‘Outreach’ programme, is a clear demonstration of the House of Commons’ commitment to ensure that all citizens are encouraged to be active participants in our democracy.

I am proud to have seen a number of significant and positive steps within our administration, this year, to improve and modernise our employment practices, including full accreditation as a London Living Wage employer and a clear, fully implemented policy that no directly employed staff will have a ‘zero hours’ contract. The House has also taken the initiative to develop a ‘Respect Policy’, to provide a structure for complaints about inappropriate behaviour from a Member towards House staff. In a similar vein, a ‘helpline’ has been established to provide additional support and advice to staff, particularly MPs’ staff both based in Westminster and based in constituencies. I am a great supporter of equality and

diversity within the House of Commons and would like to take this opportunity to pay tribute to the work of our work-place equality networks and the co-operation of the trade unions and staff associations.

Our aim, administratively, is to operate effectively and efficiently, to ensure that Members of Parliament, staff and the public are well-informed and to work to ensure respect for the House of Commons. In trying to deliver this aim a number of practical changes have been introduced, utilising modern technology. Testament of these changes are the number of colleagues seen in the chamber with their iPads and phones in hand, tabling questions or accessing the Order Paper and other material electronically, using modern technology to participate fully in the life and work of the House.

In the five years that I have had the honour of being the Speaker, I have worked with some extraordinary members of staff, highly dedicated to the House, who rarely are publicly thanked for their efforts and achievements. May I take this opportunity to thank all the staff of the House for their commitment and hard work, including the retiring Clerk, Sir Robert Rogers. Our staff are an amazing resource and they serve the House and our democracy well. For this, each of them truly deserves proper acknowledgement and my heart-felt thanks.

Rt Hon John Bercow MP
Speaker



Introduction by the Clerk of the House and Chief Executive

This has been another successful year for the House of Commons Service, and I am pleased with the progress we have made.

In support of the Chamber and Committees we have used technology to support the House's core business with a greater focus on the needs of the user. The redesign of the House's Order Paper has made these documents easier to use but also easier to access electronically, and Members and their staff can now download an app which delivers the House's working papers. The Committee Office has created an online portal to manage the submission of written evidence to Committees and now most Committees have gone paperless. The Q&A Project – in the last stages of development – allows both Houses of Parliament and all Government Departments to handle written parliamentary questions and answers electronically, and will give Members access to answers as soon as they are available. The Clerk of the Parliaments and I began the establishment of the Parliamentary Digital Service, bringing together staff in PICT and in the Department of Information Services. Our vision is to allow Parliament to be “digital by default” and to be at the leading edge of the provision of information and services online.

The Library continues to be one of the most valued services that we provide to Members. In the last year some 31,000 enquiries were answered and 74 research papers were produced. Moreover, there

were over 3 million downloads of Library Research Papers and Standard Notes. The Library has launched the My Constituency app, allowing Members and the public to access statistics about individual constituencies. The Library and the Committee Office have also continued their pilot of co-locating teams working in the same subject area. This has seen excellent collaboration between the teams – improving the quality of both Library and Committee Office research and making the most of the knowledge and expertise of all the staff involved.

This year also saw the closure of the Savings Programme. This aimed to deliver at least a 17% reduction in the House Service's resource budget in real terms between 2010/11 and 2014/15. I'm proud that we exceeded our target, reducing our estimate by £2 million more than the original target of £21 million. This has not been easy, and I have been impressed by the involvement and creativity of staff at all levels. The Savings Programme has transformed the way we do business in many areas, delivering a better service, not just a less expensive one. As well as financial savings a number of other benefits have included better use of technology, increased public engagement, more environmentally sustainable practices (including dramatically reduced hard-copy printing), and a more professional approach to commercial activities.

We have created a single Parliamentary Procurement and Commercial Service,

which has brought together teams from the House of Commons, House of Lords and PICT to create a unified organisation serving the whole of Parliament. As well as creating a stronger team able to drive high professional standards and take advantage of economies of scale, this symbolises the increasingly close working between the two Houses which I hope will continue. In this House, there has been greater integration of the work of Departments, and increased emphasis on better financial management.

As the House Service's Diversity Champion I am pleased with progress in creating a more open and diverse House Service. The Workplace Equality Networks, which we established last year, have done an excellent job in both raising awareness and celebrating that diversity. My own Clerk's Apprentices Scheme has played a part in providing apprenticeships for ten young people who might have never considered that a career in Parliament was open to them. They have worked in a wide range of areas of the House Service, and all have been successful in getting fixed-term or permanent jobs here. The next cohort of apprentices will start in September.

This last year has seen an increasing pace of work on arrangements for the next General Election, and especially for the induction of the Members elected in May 2015. In turn that has focused our attention more sharply on supporting Members' professional development. At the same time, we have been reaching out to Members' constituency staff, and the Constituency Open Days have been very popular and well received by Members' staff. Members of the

Management Board have continued to make visits to constituencies to get a better understanding of Members' constituency work and its context.

Our outreach and education work has had an ever higher profile. Over 46,000 students visited Westminster on core education visits, from over 1,200 schools, which will increase to 100,000 once the exciting project of the new Education Centre is completed. When smaller programmes are included, almost 78,000 students visited Parliament in 2013/14. The annual 'Parliament Week' event in November 2013 saw over 150 events take place across the UK, with 200 partner organisations involved. I have much enjoyed taking part in a range of outreach and education events, having long held the view that better explanation of the work of the House and of its Members will lead to greater engagement of citizens with Parliament. At a time of falling electoral turnouts, this part of our work is more important than ever.

I retire on 31st August this year. As I said in my letter which Mr Speaker read to the House on 30th April, I have had the great privilege of leading a remarkable group of talented people deeply committed to the House and, whatever their role here, rightly proud of being stewards of the central institution in our democracy.

Sir Robert Rogers KCB

Clerk of the House and Chief Executive

Commission 2013/14



Rt Hon John Bercow MP
Chair
The Speaker



Rt Hon Andrew Lansley CBE MP



Angela Eagle MP



Frank Doran MP



Sir Paul Beresford MP



John Thurso MP
Spokesman

Management Board 2013/14



Sir Robert Rogers KCB
Chair
Clerk of the House and
Chief Executive



Myfanwy Barrett
Director of Finance



John Borley CB
Director General of
Facilities



Joan Miller
Director of PICT
Joint Department



David Natzler
Clerk Assistant and Director
General of Chamber and
Committee Services



John Pullinger CB
Librarian and Director
General of Information
Services



Andrew Walker
Director General of
Human Resources
and Change



Dame Janet Gaymer
External Board Member



Barbara Scott
External Board Member

HOW THE HOUSE IS GOVERNED

The framework for the governance of the House of Commons was established by the *House of Commons (Administration) Act 1978* which set up the House of Commons Commission. The Commission employs the staff of the House, ensures that their terms and conditions remain broadly in line with those of civil servants, appoints an Accounting Officer, lays the Estimate (budget) for House of Commons services and determines the structure and functions of the departments of the House. The Act also requires publication of an annual report.

The membership of the Commission is specified in section 1(2) of the *House of Commons (Administration) Act*. At the beginning of the financial year it was as follows:

- The Speaker, the Rt Hon John Bercow MP (by virtue of his office) (Chairman);
- The Leader of the House, the Rt Hon Andrew Lansley CBE (by virtue of his office);
- Ms Angela Eagle MP (Shadow Leader of the House of Commons, nominated by the Leader of the Opposition);
- John Thurso MP (Commission spokesman) (also Chair of the Finance and Services Committee);
- Sir Paul Beresford MP;
- Frank Doran MP.

There were no changes in membership during the year.

The Commission is attended by the Clerk of the House, who is the Chief Executive and Accounting Officer of the House of Commons Service. Sir Robert Rogers KCB served in this capacity throughout 2013/14. The Secretary of the Commission was Robert Twigger and the Assistant Secretary was Joanna Dodd until September 2013 and Liz Bolton thereafter.

Members of the Commission are also members of the Members Estimate Committee (MEC), which is responsible for oversight of certain expenditure in respect of Members, for which a separate report and accounts are published.

Activities of the Commission

The Commission met twelve times during the year. Minutes of Commission meetings – the “Decisions” – are published on its pages on the Parliament website. During the year it dealt with a range of administrative and financial matters, and, in particular, it:

- agreed a remit for the financial planning round covering the years 2014/15 to 2017/18;
- supported a proposal to construct an Education Centre at the northern end of Victoria Tower Gardens;



- received regular reports on diversity in the House of Commons Service and on actions to increase the representation and visibility of women and ethnic minority staff at senior levels of the Service;
- agreed with advice from the Administration Committee that passes for staff of All-Party Parliamentary Groups should be withdrawn, and that this category of pass should not be used in future;
- gave final approval for the merger of the staff pension scheme into the Principal Civil Service Pension Scheme on 1 April 2014;
- agreed a new policy for reviewing catering prices every six months;
- agreed with the Administration Committee's proposal to facilitate the making of an observational documentary about the work of the House, and agreed in principle to commercial filming on the Commons Estate when the House is not sitting;
- agreed that responsibility for staff resources for the Intelligence and Security Committee of Parliament should be transferred from the Cabinet Office to the two Houses;
- agreed that there would be an end to zero hours contracts for all directly employed staff of the House;
- welcomed the House achieving full accreditation as a London Living Wage employer;
- responded to the Administration Committee's report *First Weeks at Westminster: induction arrangements for new MPs in 2015*;
- agreed its preferred approach to the renewal of the security arrangements in 2015 when the current agreement with the Metropolitan Police Service comes to an end;
- agreed a draft text of a revised Respect Policy (which provides a structure for complaints about inappropriate behaviour from a Member towards House staff) to form the basis for formal consultation with the trade unions; and
- approved an Estimate for 2014/15 consistent with the savings target set in 2010.

Questions to the Commission

Parliamentary Questions addressed to the Commission were answered by John Thurso MP. During the year the Commission replied to 17 oral questions and gave 106 written answers. The Commission also made a written statement on 16 December 2013 that announced the letting of the contract for the Independent Options Appraisal for Restoration and Renewal of the Palace of Westminster.

Finance and Services Committee

The Finance and Services Committee of the House of Commons is established by Standing Order No.144. The main functions of the Committee are:

- to prepare the Administration Estimate and Members Estimate for submission to the House of Commons Commission and the Members Estimate Committee respectively;
- to monitor the financial performance of the House Administration; and
- to report to the House of Commons Commission, the Members Estimate Committee or the Speaker on the financial and administrative implications of recommendations made to them by other Committees of the House.

In November 2010 the Committee and Commission agreed a new remit for the Committee, within the terms of the standing order, setting out specific areas for the Committee to monitor during the 2010–2015 parliament including the Savings Programme, major programmes and progress towards meeting environmental targets.

The Committee is chaired by a member of the Commission. This position is held by John Thurso MP who was elected as Chair on 27 July 2010. The Committee has ten other members, including the Chairman of Ways and Means and the Chair of the Administration Committee. The Committee met 12 times during 2013/14. There was one change in membership, with Robert Syms MP replacing James Gray MP in December 2013.

Since 2010 the Committee had been promoting a new Standing Order that would require an explanatory memorandum to be put before the House before a debate on motions that were expected to have a significant direct financial consequence for the Administration Estimate. A motion to approve the new Standing Order – currently No. 22C – was agreed by the House on 23 April 2013.

The Committee's main task each year is to prepare the Administration Estimate for agreement by the Commission, a process that takes place during the autumn. In 2013/14 the Committee followed the process it had pioneered in 2012/13. In September, an initial draft of the House's Medium-term Financial Plan was presented to the Committee by the Director of Finance. A revised draft, reflecting the views of the Committee and later information, was presented in October and formed the basis of a report by the Committee to the House.¹ The report was endorsed by the House on a substantive and amendable motion on 21 November 2013.² In light of contributions made in the debate, the Committee presented its final advice on the 2014/15 Estimate to the Commission in December.

¹ *House of Commons Financial Plan 2014/15–2017/18, including draft Estimates for 2014/15*, HC 754 2013–14

² HC Debate cc1386–1433

Since 2010 the House of Commons has been engaged in a savings programme that is designed to reduce the resource budget by at least 17% in real terms between 2010/11 and 2014/15. The Committee has received regular reports on the implementation of the Programme, so that it can monitor key elements such as the business improvement plans for catering, cleaning and logistics. In October 2013, the Committee held an additional meeting to consider information for a range of external employers and organisations on the use of flexible hours working and their suitability for use by the House Service. The Administration Estimate to be laid in 2014/15 achieves the savings target and in March 2014, the Committee considered a closure report on the Savings Programme.

The Medium-term Financial Plan covers the four years until 2017/18. On advice from the Committee, the Commission agreed a financial remit that for the three years following the close of the Savings Programme in 2014/15 assumed a resource budget that was level in real terms. This remit will be reviewed annually. The Commission also agreed that a Continuous Improvement process, overseen by the Committee, should follow on from the Savings Programme.

The Committee receives quarterly reports on the House's spending against budget. A particular concern for the Committee in 2013/14 was the emergence of a significant underspend on the capital budget caused by delays to a number of major works projects. The Committee will be pursuing this matter in 2014/15 following the production of a report of a review of capital forecasting in the Department of Facilities.

During 2013/14 the Committee agreed a new fees and charges policy. This covers a wide range of fees and charges made by the House including Catering Service prices, property rents and costs related to Private Bills. With input from the Administration Committee and others, fees and charges will be reviewed annually in line with an approved policy with more information being published routinely on the Parliament Website.

During the year the Committee received regular reports on security expenditure and associated projects. The Committee was briefed by the Parliamentary Security Director and provided advice to the Commission on the approach to renewing security arrangements when the current agreement with the Metropolitan Police Service comes to an end in March 2015. The Committee also reviewed progress against the House's environmental targets and considered the annual report of the Speaker's Advisory Committee on Works of Art.

Administration Committee

The Administration Committee of the House of Commons is established under Standing Order No. 139. Its main functions are:

- To consider the services and facilities provided by and for the House of Commons to Members and to the public; and
- To make recommendations to the Finance and Services Committee, the Commission and the Speaker regarding House services and facilities.

The Committee's remit covers areas such as: catering services; visitor services; the education service; retail services; IT services; the broadcasting of Parliament; rules of access; and the management of the buildings and facilities which make up the parliamentary Estate. A Memorandum of Understanding was agreed with the Chair of the Finance and Services Committee in December 2013 to clarify the roles of both Committees.

The Committee is chaired by Sir Alan Haselhurst MP, and consists of 16 Members. It met 31 times in 2013/14.

Since 2010 the Committee has been involved in work to widen public access to and engagement with Parliament. This has involved a number of projects:

- In July 2013 the Committee recommended to the Commission a proposal from Michael Cockerell for a documentary on the work of the House. Filming is now underway for a four-part series expected to be broadcast in early 2015.
- The Committee also recommended that appropriate commercial filming should be permitted on the Estate in non-sitting times. As a result, location filming has taken place in Parliament for the first time for the forthcoming film about the campaign for women's suffrage, *Suffragette*.
- The Committee has looked at improving visitor access and experience in Parliament. It has supported the Education Centre, new measures to reduce queuing times for visitors, extensions to the operating hours for tours and improvements to the ticket allocation for Prime Minister's Questions. It has also overseen developments in Retail Services which has led to increased sales, including the relocation of the gift shop to Westminster Hall, a Christmas Fayre and the introduction of a much wider range of products.
- The Committee held several sessions on Parliament's current broadcasting arrangements and heard from a range of media organisations regarding how to widen access to and take-up of coverage of select committees.

In September 2013 the Committee published its report into induction arrangements *First weeks at Westminster: induction arrangements for new MPs in 2015* (HC 193), which reviewed the House and IPSA's response to the large intake of new Members in 2010. The report looked at lessons learned from the experience and made recommendations in order to improve provision of accommodation, staff, IT equipment, and training and induction services for new Members in 2015. The responses from the House and IPSA was published as a Special Report in December 2013, and the Committee will be continuing to follow up its recommendations and monitor progress in the 2014/15.

During the year other services for Members have also been considered:

- The Committee approved the expansion and digitalisation of the Annunciator Services which will be in place by autumn 2014. This will allow regional stations and feed from devolved legislatures to be viewed.
- In February 2014 the Members' Centre was reconfigured as a quiet space, in a very busy part of the Estate, where Members could take up to three guests for meetings.
- The Committee has provided feedback on requirements for the renewal of the Travel Office contract.

The Committee received regular reports on the progress of the Savings Programme throughout 2013/14. In November it agreed the successful closure of the Catering Services Savings Programme which implemented many of the Committee's recommendations in its report *Catering and Retail Services in the House of Commons* (HC560 2010-12). As part of income generation plans, the Committee recommended commercial hire proposals for third parties, which was approved by the Commission in July. A two-year trial began in December 2013 and is being monitored by the Committee.

The Committee also received regular updates from Departments across the House, including information on Parliament's environmental engagement programme and energy targets, and the progress made by the Outreach Service in furthering public engagement.

Administration Estimate Audit Committee (AEAC)

The Commission appoints the members of the AEAC and approves its terms of reference. The AEAC's annual report is on page 43.

Management Board

Management of the House of Commons Service is delegated by the Commission to the House of Commons Management Board under the leadership of the Clerk of the House and Chief Executive, Sir Robert Rogers KCB. He is Accounting Officer, Corporate Officer and Data Controller, and he is responsible for ensuring proper stewardship of resources and for maintaining an appropriate system of internal controls.

The Management Board's role is to lead the House of Commons Service by setting its strategic aims, priorities, values and standards, in accordance with the decisions of the House of Commons Commission; approving business and financial plans, ensuring controls, managing risk, monitoring performance and making corporate policy decisions. Minutes of Management Board meetings are available on its pages on the Parliament website.

In addition to the Clerk, the other members of the Management Board were the heads of the five House Departments and Parliamentary ICT:

- David Natzler (Chamber and Committee Services, and Clerk Assistant);
- John Borley CB (Facilities);
- Myfanwy Barrett (Finance);
- Andrew Walker (Human Resources and Change);
- John Pullinger CB (Information Services, and Librarian);
- Joan Miller (Parliamentary ICT);

In addition, the Management Board has two external non-executive members (following a decision of the Commission in 2011/12 to increase non-executive representation on the Board). Barbara Scott served on the Board throughout the year. Alex Jablonowski's appointment came to an end in September 2013; he was replaced by Dame Janet Gaymer DBE.

STRATEGY FOR THE HOUSE OF COMMONS SERVICE

The strategy for the House of Commons Service for 2010-15 was reviewed by the Management Board during 2012/13, and in February 2013 the Commission endorsed a 'refreshed' strategy that now covers the period 2013-17.³ Our vision is that:

The House of Commons will be valued as the central institution in our democracy: effective in holding the Government to account, scrutinising legislation, and representing the diverse views of the electorate. It will be seen both in the UK and abroad as a model of good practice and innovation, and will provide value for money.

Members of Parliament will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.

The House Service will have the respect of Members of Parliament and of the public for our independence, integrity and professionalism, and for our commitment to making Parliament work ever more effectively. We will be seen as efficient, responsive, diverse and inclusive. We will feel proud to work here and confident that our contribution is valued.

We will be engaged on an agreed plan of work to ensure both that the Palace of Westminster is preserved for future generations and that Parliament has the accommodation it needs to operate in a modern democracy.

To achieve our vision we have four strategic goals:

- 1) TO MAKE THE HOUSE OF COMMONS MORE **EFFECTIVE**
- 2) TO MAKE THE HOUSE SERVICE MORE **EFFICIENT**
- 3) TO ENSURE THAT MEMBERS, STAFF AND THE PUBLIC ARE **WELL-INFORMED**
- 4) TO WORK AT EVERY LEVEL TO EARN **RESPECT** FOR THE HOUSE OF COMMONS

³ <http://www.parliament.uk/mps-lords-and-offices/offices/commons/management-board/management-board-publications1/hoc-strategy>



MAKING THE HOUSE OF COMMONS MORE **EFFECTIVE**

Supporting the House in implementing reforms to the way in which the Government is held to account and in strengthening the scrutiny of legislation

Chamber

A new look for the House's Order Paper and Future Business documents was introduced at the start of the new Session in May 2013. The redesigned documents are easier to use in a wide variety of electronic formats. The changes aim to improve their clarity and readability, and make them more accessible to a wider range of readers. All the same information is included as before, but the new design reduces a lot of the repetition and the large number of different styles and sections that have crept in over the years. The changes are presentational rather than procedural. Members and staff with iPads are also now able to download an app for accessing the Order Paper through their 'newsstand'. The new look Order Paper is the outcome of work begun by the Table Office as part of the Procedural Data Programme and the Print to Web strand of the Savings Programme agreed to by the House. The app has been developed in-house by the Web and Intranet Service.

Parliamentary Questions and Early Day Motions (EDMs)

During 2013/14 the E-tabling interface was updated, improving the ease with which Members can table questions. Separately, significant progress has been made with the 'Q&A Project'. Work is now well advanced in developing and implementing a bicameral, web-based application which allows both Houses of Parliament and all Answering Bodies to exchange electronically questions for written answer, their associated answers, Notices of Written Ministerial Statements and Written Ministerial Statements. By the end of March 2014, Whitehall Departments were submitting their answers electronically. We expect that the full electronic exchange of written questions and answers will start in September 2014, with written statements expected to follow in October 2014.

Committees

Evidence to the Liaison Committee's follow-up inquiry on select committee effectiveness, resources and powers suggests most committees are addressing the Committee's 2012 recommendations and giving greater attention to effective communications, impact and longer-term objectives. There has been significant progress in the take-up of committee training.

Select committee reports have broadly received a positive response from the media and stakeholder bodies, though they vary significantly in the amount of coverage they receive. It is hard to assess objectively their impact on Government, and a positive reaction from Departments is not always what is wanted. Committees have been asked by the Liaison Committee to consider their own effectiveness: their evidence, published on the Liaison website, gives examples of where they think they have made an impact. The Leader of the House has commented positively on the usefulness of pre-legislative scrutiny by committees.

The Committee Programme

During 2013/14 various new technical capabilities and accompanying organisational and management changes have been put in place to enhance the way that the Committee Directorate supports the work of committees and effective scrutiny, making the best possible use of the resources and technologies available. Examples of this include:

- An online portal was developed for the submission of written evidence and tools to manage the publication of written evidence, eliminating the need to print written evidence. Since November 2013 nearly 3,000 submissions have been published using this application.
- The portal is also used for the processing and publication of oral evidence, eliminating the need to print oral evidence, and since November 2013 nearly 400 transcripts have been published in this way.
- Improvements were made to committee web pages.
- iPads were deployed to committees that agreed to receive papers electronically, reducing the need for hardcopy circulation – most committees (26) now circulate papers by iPad;



six committees do not use iPads but email papers to Members; 3 committees email papers as well as using iPad circulations and only one committee continues to circulate solely on paper.

Developing new ways to represent the diverse views of the electorate

The House Service continues to participate in the advisory group for the Government's 'Access to Elected Office for Disabled People' scheme. This scheme provides additional support for disabled people who are seeking positions as Members, councillors or other elected officials.

Ensuring a safe and secure working environment

A safe and secure working environment is crucial if Parliament is to perform its function of scrutinising the Government and passing legislation effectively. At the same time, demands for accessibility are high, especially as the way in which we use the Palace starts to change as we do more income generation. During 2013/14 we have made changes that will help to increase the speed at which visitors can enter the Parliamentary Estate:

- The security search area in Portcullis House has been redesigned to improve the flow of visitors.
- Plans have been drawn up to redesign the main entrance to the Palace at Cromwell Green. Until this work is complete, temporary search facilities have been installed in a marquee adjacent to Cromwell Green.

MAKING THE HOUSE ADMINISTRATION MORE **EFFICIENT**

Savings Programme

In December 2010 the House Service committed itself to reducing its costs by at least 17% by 2014/15 (relative to the 2010/11 Estimate of £231 million), reflecting reductions that were being made across the wider public sector. This meant that a target resource Estimate of £210 million was set for 2014/15. After being recalibrated to take account of significant, one-off changes the restated target was £203 million.⁴ In practice the Estimate set for 2014/15 was £2 million below target, at £201 million. This was due to the impact of the pension merger and additional savings identified. The Savings Programme was closed at the end of 2013/14. While some of the work has been challenging, it has transformed the way we do business in many areas, delivering a better service and not just a less expensive one. The closure report noted that aside from financial savings, a number of non-financial benefits had been achieved, including better use of technology, increased public engagement, more environmentally sustainable practices, a more professional approach to commercial activities and a more flexible and responsive workforce.

Improving our management of resources

Finance

During the year we reviewed our budget planning and the quality of departmental forecasting. These studies resulted in a number of recommendations which have been agreed and are being put in place for 2014/15. The position on both the Administration and Members Estimates is complicated by the volatility of both pension and Estate revaluation adjustments. The merger of the House of Commons Staff Pension Scheme with the Principal Civil Service Pension Scheme (PCSPS) on the 1 April 2014 should help stabilise pension costs on the Administration Estimate in future years.

Procurement

The Commercial Services Directorate (CSD) focused on improving commercial practices across the House Service and on ensuring compliance with law and best practice. CSD has undergone significant transformation since October 2011, when the Procurement Improvement Plan was endorsed by the Management Board. Since then, the profile of CSD has dramatically increased. CSD routinely works closely with those putting contracts in place and managing those contracts to ensure the House is provided with the goods and services needed to carry out its functions, while achieving best value for money.

Following a decision by the Clerks of both Houses in the summer of 2013, the procurement functions of each House and PICT were brought together into a single unit which went live on 1 April 2014. The Director of CSD was appointed to lead this new

⁴ The largest of these was a transfer to the budget of the Cabinet Office relating to the staff pension merger, and technical accounting adjustments relating to capital expenditure. More details are contained in the House of Commons Service Corporate Business Plan 2014/15 to 2016/17

unit, which has been called the Parliamentary Procurement and Commercial Service (PPCS). The new unified function is now fully staffed after a restructuring and external recruitment exercise. The priority now is to put new governance procedures and policies in place that are suitable for a single procurement and commercial function and which incorporate lessons learned from audits of past activity while ensuring that business as usual activities continue to be performed. A business plan has been drafted which will be considered by a joint meeting of the Audit Committees of both Houses on 16 July 2014.

Library resources

In 2013/14 the Library (part of the Department of Information Services) undertook a comprehensive Resources Review. Following the Resources Review it was agreed that all Library resources will be managed as a single collection by a central team, rather than a series of collections owned by different teams with central oversight. This will help reduce duplication of both resources and management effort.

Considerable efforts went into preparing for the Library's move out of Derby Gate. This included major weeding exercises of each team's stock, along with plans for where the remaining stock should be relocated. At the start of 2014 further work was required in order to empty the basement of Derby Gate ahead of building works, which will result in police staff moving into that area. Before this stock could be moved to our off-site storage in Broad Sanctuary, the off-site storage itself needed an equally intensive weed. This eventually resulted in removing some two kilometres' worth of stock that was no longer required and the transfer of some important but infrequently accessed holdings to new off-site storage facilities. Overall, the Library had not attempted a stock review, weed, and move of this scale since it first moved into Derby Gate over twenty years ago.

Income generation

Commercial tours

Parliament welcomed more than 200,000 paying visitors in 2013/14 – the highest number ever – and tours were available during both the Christmas and February recess for the first time. Daily visitor numbers were also at an all-time high, with an average of 2,300 visitors a day.

An audio guided tour was introduced from March, which has been very well received; this is now available in six additional languages, and a British sign language version has been introduced. The personally guided tour was re-launched in 2013/14 and is now the premium offer for visitors including two additional rooms (the Moses Room and the Grand Committee room) and now lasts 100 minutes. Visitors are also now able to combine their tour with afternoon tea in the Terrace Pavilion. These and many other efforts have paid off, with the Houses of Parliament winning the 'best short visit for groups' at the 2013 Group Travel Awards for the second time.

Retail

The visitor shop previously in St Stephen's Hall was moved into Westminster Hall on a temporary basis in June 2013. A retail arrangement for the Westminster Hall Shop, based on a profit-sharing model, was agreed between the Houses. A business case was agreed, and a project is well advanced, to move the visitor shop to a purpose designed shop in the reconfigured foyer space outside the Jubilee Café.

New product ranges have been developed and introduced across all outlets. The steps taken to improve the visitor retail service over the last year have already had a positive financial impact, with sales and net profit both increasing (the latter by over 50% compared to 2012/13) and a positive impact on the visitor experience.

Business improvement

Business improvement plans have been implemented in four areas of our activities: catering, cleaning, office-keepers and attendants, and printing. These plans challenged the way these areas work in terms of what services we provide and how we provide them; looked for opportunities to reduce waste; prioritised better where money is spent and sought to get the best possible deals from commercial arrangements. Together, the plans have delivered savings of around £2 million per year.

Catering

Catering Services has been restructured to make it more agile and better able to respond to the varied timetable of the House and the impact of Income Generation activities. The catering team has also developed a raft of significant service enhancements which will benefit customers.

Cleaning

The in-house cleaning team is now responsible for heritage areas of the Palace, whilst cleaning in other areas is carried out by an external contractor. A new contract has been in place since September 2013.

Office-keepers and attendants

Reception and Accommodation Services have been restructured to provide a more flexible and visible team to ensure a high quality service. A Service Charter is being developed.

Printing

Print Services changed working hours to ensure that the service is aligned with the House timetable as well as consolidating two print locations into one.

A greener, more sustainable Parliament

Our environmental targets for the year were achieved, meaning that we remain on track to meet our long-term targets. Given our success in reducing water consumption we have now increased the long-term reduction target from 25% to 50% (using a base year of 2008/09).



For more information about environmental performance, see the Sustainability Report in Annex 2 on page 36.

Securing the long-term future of the Palace of Westminster

In 2012 the House Service published an internal study group report on the restoration and renewal of the Palace of Westminster.⁵ The Commission takes very seriously its responsibilities for this iconic and much-loved Grade I listed building in a UNESCO world heritage site, and the need to protect the health and safety of visitors, Members and staff. In October 2012 the House of Commons Commission and the House Committee in the Lords ruled out two options from the study group report: doing nothing; and construction of a new Parliamentary building away from Westminster.

They also decided that further analysis should be carried out on the remaining options:

- Option 1 – continuing repairs and replacement of the fabric and systems of the Palace over an indefinite period of time.
- Option 2 – a defined, rolling programme of more substantial repairs and replacement over a long period, but still working around continued use of the Palace.
- Option 3 – scheduling the works over a more concentrated period with parliamentary activities moved elsewhere to allow unrestricted access to the Palace for the delivery of the works.

The Commission indicated that the analysis of these options should be both rigorous

⁵ <http://www.parliament.uk/documents/commons-commission/PED-Modernisation-Report-Oct12.pdf>

and independent, that is, conducted by a third party independent of Parliament and the Parliamentary administrations. A contract was awarded in December 2013 to a team of specialist companies to undertake the options appraisal. In parallel to this, work has continued on the other components of the outline business case which will be needed in due course to complement the decision that arises from the options appraisal. The decision on which option to proceed with will take place after the General Election.

A number of projects have made significant progress over the past year including:

- The medium-term Mechanical & Electrical Modernisation Programme, which is upgrading the plant and equipment that provide steam, heating, hot and cold water, ventilation and power within the Palace of Westminster.
- Encaustic tile restoration.
- Refurbishment of amenities at 7 Millbank.
- Northern Estate railings and western railings projects.
- Remedial work on the Jubilee fountain in New Palace Yard.

The Maintenance Section is responsible for all maintenance and some capital projects on the Parliamentary Estate. Reactive maintenance is provided by a 24 hour, 7 days a week helpdesk service which receives, logs and resolves day-to-day requirements. During 2013/14, the PED Maintenance Section completed over 40,000 reactive work requests and also delivered a large planned preventative maintenance regime for both statutory and operational inspections.

ICT Strategy Programme

2013/14 was an important year in terms of implementing the ICT Strategy Programme. There is a growing trend for people to expect to be able to access information and communication at speed, any time of day, from any location and on the move. To meet these expectations our efforts have focused on three strands of work.

Improved access to services

Following consultation with the Commission, in January 2013 the two Management Boards agreed the principles for the use of cloud-based services in Parliament and consequently Parliamentary ICT (PICT) implemented a 'cloud first' policy from April 2013. Following a series of pilots with teams across the two Houses, in January 2014 the ICT strategy programme started to implement Office 365 – Microsoft's cloud-based service for email – and Office applications (Outlook, Word, Excel, and PowerPoint).

The planned migration to Microsoft 365 was delayed by separately generated network problems in January and February 2014, so that the programme plan had to be revised after the initial migration of administration staff email boxes in January 2014. Office 2013 and Microsoft 365 are implemented in three stages. The process started with upgrading



Office 2013, and then at a second stage, migrating email services to Microsoft 365. All departments and offices in both the House of Commons and House of Lords were upgraded to Office 2013 and migrated to Microsoft 365 by April 2014. Third stage pilots are underway with volunteers looking at using the wider functionality of Microsoft 365, including document storage and collaboration software. Plans were revised in March 2014 to upgrade all Members and staff of both Houses to Office 2013 by the end of July 2014 and Members of both Houses and their staff will be migrated to Microsoft 365 email by the end of July 2014.

Network

Developments for users have been supported by behind-the-scenes improvements to the Parliamentary Network. A new managed service network contract has been in place since December 2013. Work to refresh the network infrastructure has now started and will be completed in mid-2015. This will also extend wireless access across the whole Parliamentary Estate.

Enhanced customer experience

Work has been undertaken to redesign the way that PICT provides services and support to users. This has included restructuring teams, and developing a new service management platform. Once this is fully operational it will allow users to access and track their cases and requests online.

A new framework contract has been signed for the provision of IT hardware and other services to Parliament. This will provide more choice over the manufacturer and range of equipment available for Members of both Houses, their staff, and staff of both Houses.

Aside from these developments PICT supports over 7,000 users in over 2,000 locations: not just at Westminster but in constituencies throughout the United Kingdom. It supports numerous systems, over 140 applications and in 2013/14 the service desk staff dealt with over 87,000 calls.

Changing and simplifying the way we deliver services

During 2013/14 there were a number of different initiatives to simplify the way we work, bringing benefits to our customers and in many cases making savings as well. These have included:

- Following the zero-based review of security we have changed the opening hours of some entry points to the Estate, and have also recruited new Doorkeepers to replace Metropolitan Police security officers in some internal locations.
- We have undertaken joint recruitment exercises with the House of Lords for full-time and freelance Hansard reporters.
- We have established a single Procedural Publishing Unit, bringing together in one location all the staff involved in managing the procedural data intended for use in House business papers.

Developing better reward structures for staff

Following the outcome of the High Court case on pay progression in January 2014, a three year pay offer for staff in pay bands A-E was accepted by the unions in March 2014 following a ballot of their members. This is a key milestone in delivery of the pay and reward strategy with a focus on pay reform, including the introduction of a new pay structure, the harmonisation of working hours and the removal of departmental variations. The agreement will provide a predictable three-year pay award that is beneficial to staff, and will be implemented in stages.

There were also two other important changes to pay and conditions for staff during 2013/14. In November 2013 the Commission considered information presented by the Finance and Services Committee and agreed that the House should move towards a position in which all House staff working variable hours on a regular basis should have a guaranteed minimum hours contract, subject to negotiation with the Trade Union Side on the detailed arrangements. At the end of the financial year, the House of Commons received full accreditation by Citizens UK as a London Living Wage Employer.

ENSURING THAT MEMBERS, STAFF AND THE PUBLIC ARE WELL-INFORMED

Well-informed Members

The Library answered a total of around 31,000 enquiries in 2013/14. Over three-quarters of these were 'logged' enquiries (those requiring a written response) – 5.7% more than in 2012/13, and 45% above the fourth year of the previous Parliament. Despite this increase in volume 98% of the logged enquiries were answered within the deadline (target 97%), and of those without deadlines, 99% were answered within two weeks (target 90%). In terms of spread, Library services were used on five or more occasions by 88% of Members (target 90%) and on ten or more occasions by 78% of Members (target 75%).

The Library produced 80 research papers in 2013/14. This was fewer than in the previous year, which was mainly due to a reduction in the number of Bills requiring briefing at second reading or report stage. The number of Standard Notes available to Members and their staff on the intranet increased to around than 4,100. Standard Notes vary in form from single page statistical updates and short international affairs briefings, to Bill briefings and notes on other areas of topical interest. They are all there to provide information to Members and their staff that we think will assist them in their parliamentary duties.

We find it difficult to measure the use of briefing papers published online. However, the figures we do have show that there were 3.4 million downloads from the internet of Library Research Papers or Standard Notes in 2013/14. This is an impressive total, and, while there may be some data issues, it shows that Library work is being used extensively and increasingly both by Members and by others outside Parliament.⁶ We want our work to be widely read within and outside Parliament and will continue to find ways to promote it to a wide audience.

The Library and Committee Office co-location pilot in Tothill Street continued. The Library's Social and General Statistics and Business and Transport sections moved to Tothill Street to co-locate with the Transport and Business Innovation and Skills committees. This followed the move of the Science and Environment Section and science-related committees in the previous year. Again, this has been successful, with a real spirit of collaborative working and some tangible examples of how this has added to the quality of work of both Library and Committees.

In 2013/14 there were several new developments that embraced technology to better help inform Members:

- The main Business papers and Hansard are now available as apps, so that Members and others can access them on a range of mobile devices.

⁶ As measured by pdf downloads, the 3.4 million is a small decline from 3.6 million in 2012/13. However, on a more consistent measure, page views of the landing pages for briefing papers, the figure increased from 588,000 to 850,000, an increase of 45%.

- In November 2014, the Library launched its blog, *Second Reading*.⁷ Since then it has regularly published two or three articles each week, covering a range of interesting topics. This approach provides an opportunity to make available interesting vignettes of analysis which do not suit Standard Note or Research Paper formats.
- A mobile app *My Constituency* has been launched which enables Members and the public to access statistics for their constituency.
- Email alerts for Written Ministerial Statements were introduced in May 2013.

Well-informed Staff

The people who work for the House Service possess a very wide range of skills and experience to support the business of the House of Commons, handling all the challenges of the changing and unpredictable Parliamentary environment. As an organisation we have great strengths, but there are things we could do better. For example, we need more effective staff appraisal, and we need to be more active in recognising and developing talent. We need, too, to become more diverse and inclusive, and reap the benefits that that will bring.

The People Strategy brings together our plans for maintaining and increasing our capability as a House Service, and focuses on four areas:

- Engaging staff, ensuring staff have a sense of satisfaction in their jobs and are engaged and involved in making the House and their departments more effective and efficient.
- Supporting management and leadership, setting out clearly the skills and behaviours we expect of our managers and leaders and providing them with the support to meet these expectations.
- Building individual and team capability, working together based on mutual support, trust, and respect
- Organising ourselves and our work efficiently and effectively, to improve the way we do business.

A range of different activities and initiatives are being undertaken to support these four areas. In addition to agreeing a three-year pay deal (see page 24), several other milestones were achieved in 2013/14:

- The House Service and PICT were reaccredited under the Investors in People scheme.
- A core competency framework was introduced for staff, providing staff with the tools to identify their capabilities and any learning and development needs in a structured, systematic way.
- New systems were introduced to manage the recruitment process and the administration of learning and development.

⁷ <http://commonslibraryblog.com>



Artist Rachel Gadsden meets with families who took part in the Big Draw art event, February 2014

Well-informed public

Enhancing our digital services

A strategic review of Parliament's online services was commissioned in 2013/14 and conducted by mySociety. The report confirmed one important reality: that Parliament needs to change the shape of its services and it is now time to reposition ourselves to put digital delivery at the forefront of what we do. Following consideration by the Management Boards of both Houses, two key recommendations made in the report will be implemented in 2014/15:

- To establish a new Parliamentary Digital Service bringing together the management of all online and ICT services into a single organisation; and
- To appoint a Director of Digital to run that organisation, publicly accountable for delivering measurably rising levels of satisfaction with Parliament's digital services from Members, staff and the public.

Education

Parliament's Education Service aims to inform, engage and empower young people to get involved in Parliament, politics and democracy, through a range of interactive educational programmes, visits, resources and activities.

The most significant development of the year was the granting by Westminster City Council of planning permission for an Education Centre on Victoria Tower Gardens in

February. This represented a great deal of preparatory work. The full business case will follow, followed by procurement, with the aim of opening the Centre in the spring of 2015. This will enable the Education Service to receive 100,000 students a year.

In 2013/14 over 46,000 students visited Westminster on core education visits, from over 1,200 schools. Nearly 30,000 visited Parliament on Members' Tours, with a further 1,500 participating in education plenary sessions. This makes a total of almost 78,000 students interacting with Parliament via tours and visits.

Other achievements in 2013/14 included:

- Launching a redesigned Education website, following research among teachers and school pupils.
- Over 2,000 students in 45 schools held Parliamentary debates using props from the new outreach Loan Boxes, which include backdrops of both chambers.
- The film competition for young people entitled *Lights, Camera, Parliament!* based on the theme "if I could make one law" received over 200 entries.
- The Speaker's School Council Awards scheme received the highest ever number of entries – over 700.



WORKING AT EVERY LEVEL TO EARN **RESPECT** FOR THE HOUSE OF COMMONS

Having an open and transparent way of doing business

In 2013/14, as part of its commitment to openness and transparency, the House of Commons Commission approved plans for the House Service to publish information relating to items of expenditure of £25,000 and over, and Government Procurement Card expenditure of £500 and over. This reflects what is now happening across the public sector, and the House of Commons now publishes this information on its website. Other information is also routinely published, including:

- Names of senior staff at pay band SCS2 and above, with salary information.
- Estates and maintenance information.
- Details of the catering subsidy.

Encouraging public participation in parliamentary business

The UK Youth Parliament again sat in the House of Commons Chamber for its annual debate, and the Youth Select Committee completed its inquiry and published its report on 'A Curriculum for Life'.

The House Service has been working with the Government and others to identify ways in which the Coalition Agreement proposal for a public reading stage for Government Bills might become a reality. Following earlier work in 2012/13, the Public Bill Office and Scrutiny Unit led an exercise in e-consultation on a Bill in Public Bill Committee. The public reading stage for the Children and Families Bill was completed in June 2013. At present there are no new proposals for public reading stages.

Supporting and learning from the experience of other Parliaments

The House Service, as well as Members, is an active contributor to international parliamentary organisations, and provides procedural support to the plenary sessions of international parliamentary assemblies. Staff maintain good relations with the administrations of the devolved bodies in the UK and with the European and other EU member state parliaments. Staff of the Overseas Office were responsible for organising the 2013 G8 Speakers' Conference, showcasing Westminster and the UK. The conference was delivered successfully and within budget.

In 2013/14 staff from Hansard visited the Guyanan parliament to provide expert assistance to its Hansard operations; the Editor gave a presentation on modernising the Official Report at a parliamentary conference in Nigeria, and attended an African Region meeting of the Commonwealth Hansard Editors Association.

In her address to both Houses of Parliament in June 2012, Aung San Suu Kyi asked the UK Parliament to consider what it could do to support the “nascent parliamentary democracy” in Burma. Following extensive discussions and planning, and with the support of Mr Speaker, it was agreed that the House of Commons would send a member of staff to work in the Burmese parliament for six months to help establish a parliamentary research service. This secondment started in January 2014, and while there have been considerable challenges to overcome in terms of dealing with the political realities there, the first research briefings have been extremely well received.

Building on our links with Burma, the Clerk of the Journals was part of a team accompanying Mr Speaker's delegation there in summer 2013, and returned in September 2013 for a number of training events organised by the Westminster Foundation for Democracy. We have also continued to support capacity-building work with Middle Eastern and North African countries, albeit on an irregular basis, reflecting the constraints of international events.



ANNEXES

ANNEX 1

Data tables

An EFFECTIVE House of Commons					
Sittings of the House	2009/10	2010/11	2011/12	2012/13	2013/14
Number of sitting days	146	145	143	145	153
Average length of sitting days	7hr 44min	8hr 0min	7hr 56min	7hr 48min	7hr 27min
Westminster Hall sitting days	94	93	97	91	91
Average length of Westminster Hall sitting days	3hr 52 min	3hr 51 min	3hr 59min	4hr 0min	3hr 51min
Legislation	2009/10	2010/11	2011/12	2012/13	2013/14
Government Bills	33	31	12	35	31
Private Members' Bills	115	133	92	100	138
Private Bills	10	13	11	7	5
General Committee meetings	413	290	328	365	421
Total number of new amendments, new clauses and new schedules tabled	4,882	4,164	5,411	3,158	3,856
Average per sitting day	33.4	28.7	37.8	21.8	25.2
Hansard (General Committees)					
Total number of pages of debates published	4,758	8,246	5,594	5,662	6,508
Columns per significant error (target = 13)	32	53	44	75	71
Statutory Instruments					
Considered by Joint or Select Committee on Statutory Instruments	1,737	1,285	853	1,057	1,182
Special attention of House drawn to	64	61	91	64	86
Regulatory reform					
Proposals and draft orders reported on	3	2	1	3	5
European Scrutiny Committee					
EU Documents scrutinised	915	1,013	1,138	980	1,136
Reported as legally or politically important	416	454	643	506	608
Debates in European Committee	33	40	35	38	39
Debates on the floor of the House	1	6	10	12	12
Joint Committee on Human Rights					
Bills considered	30	15	5	9	10
Special attention of the House drawn to	17	6	2	3	8
Select Committees	2009/10	2010/11	2011/12	2012/13	2013/14
Meetings	1,237	896	1,270	1,305	1,452
Reports (departmental committees only)	364	77	171	182	185
Questions, motions and answers	2009/10	2010/11	2011/12	2012/13	2013/14
Average number of questions dealt with by the Table Office per sitting day	455	544	515	559	520
Number of Members who have used e-tabling facility	266	357	368	397	400
Percentage of questions e-tabled	58%	60%	69%	76%	85%
Total number of written answers published	55,615	46,825	48,201	43,338	50,902
EDMs: average number tabled per week	75	61	41	41	34
EDMs: average number of signatures per week	3,704	1,965	1,227	1,055	852
Hansard	2009/10	2010/11	2011/12	2012/13	2013/14
Total pages of daily part published	26,622	23,288	24,360	22,998	23,412
Average pages published per sitting day	182	161	170	159	153
Debate report columns per significant error	26.7	25.7	26.0	32.0	37.0
Average daily print run	1,335	1,288	1,222	1,148	1,078
Daily Vote Bundle					
Average number of pages per sitting day	324	252	148	131	149

Hansard (continued)	2009/10	2010/11	2011/12	2012/13	2013/14
Printing and publishing					
Total expenditure (£m)	13.3	10.8	11.8	9.2	9.6
Health & safety on the Parliamentary Estate					
Appointments with occupational health nurses	-	294	330	-	341
Treatment provided by nursing sister	1,836	1,206	2,010	1,984	2,089
Medical screenings (Members)	127	139	116	127	202
Staff referrals to physician	282	199	128	-	-
Referrals to physiotherapy	414	223	287	311	205
Referrals to occupational health nurse/physician	282	493	458	429	388
Sickness absence referral	227	270	(a)	(a)	(a)
Accidents causing injury	99	82	106	117	106

An EFFICIENT House Administration					
Catering					
Total covers (thousands)	1,669	1,480	1,444	1,416	1,474
Environmental performance					
Energy use per square metre (kWh) (whole Parliamentary Estate)	332.4	310.6	312.7	335.7	307.7
Waste recovered (%)	100.0	100.0	100.0	100.0	100.0
Waste recycled (%)	49.6	51.7	53.0	57.3	59.0
Parliamentary Network					
Infrastructure availability (working hours)	99.9%	99.7%	99.7%	99.99%	100.00%
Support cases resolved within target	87.5%	90.2%	94.6%	93.9%	98.7%

WELL-INFORMED Members, staff and public					
Well-informed Members					
Research papers					
Number of Research Papers published	99	82	66	90	80
% of briefings available for relevant legislative debate	97%	100%	98%	98%	97%
Research enquiries					
Logged enquiries	16,418	19,190	23,679	22,642	23,947
% of deadlines met	98%	98%	98%	98%	98%
% of undeadlined enquiries within 1 week	80%	85%	87%	87%	87%
% of undeadlined enquiries within 2 weeks	99%	99%	99%	98%	99%
Quicklog enquiries	9,349	7,868	8,342	7,748	6,620
Book and video loans					
Book loans	3,437	3,453	3,783	3,695	3,539
Book loans met from own stock	79%	79%	78%	75%	78%
Tapes and transcripts acquired	142	42	43	41	35
Items supplied by requested date	89%	98%	95%	n/a	n/a
Library briefings					
Standard Notes on intranet at year end (b)	3,194	3,313	3,843	4,003	4,082
Number of debate packs published	193	187	206	179	222
Debate packs available for designated debates 24 hours in advance	82%	87%	76%	93%	86%
No. of library talks	23	18	16	15	14

Notes:

(a) This category is no longer used for collating information on occupational health referrals.

(b) Number published on intranet at the end of each year. Before 2009/10 this includes notes where only the record was published.

Well-informed Members (continued)	2009/10	2010/11	2011/12	2012/13	2013/14
'Reach' of Library services (a)					
% of Members with 5+ contacts in a year	87%	93%	93%	94%	88%
% of Members with 10+ contacts in a year	74%	85%	82%	82%	78%
Parliamentary Search (previously PIMS)					
Items added/number of items published (b)	223,842	222,725	179,039	175,648	180,347
Availability during scheduled hours	99.90%	99.46%	98.54%	100.00%	100.00%
Internal Communication					
Intranet requests (million)	8.3	9.0	9.6	9.8	9.0
Well-informed public					
Visitor numbers					
Visitors to Chamber galleries (House of Commons only)	121,728	123,468	115,399	121,532	106,403
Members' tours (both Houses)	112,744	122,084	125,798	104,448	137,500
Summer opening (c)	96,594	74,952	87,594	75,998	95,809
Saturday openings (d)	-	-	78,119	90,026	110,454
Information Office					
Telephone enquiries (e)	34,096	-	26,618	17,253	12,034
Email and written enquiries	6,871	8,849	8,030	7,533	6,310
Total enquiries	40,967	-	34,648	24,786	18,344
% calls answered within 20 seconds	86%	-	94%	93%	95%
% enquiries answered within one day	-	87%	91%	91%	95%
Education Service					
Publications sent out	47,560	21,900	45,000	107,656	46,131
Inward education visits	40,179	37,812	41,549	47,082	46,491
Parliamentary Broadcasting					
Total hours of coverage provided to broadcasters	1,990.8 hr	2,034.5 hr	2,118.8 hr	2,179.6 hr	2,342.2 hr
Total hours of audio/video available on Parliamentlive.tv website	3,174.9 hr	3,060.8 hr	3,490.7 hr	3,618.3 hr	3,673.0 hr
Archived videotape recordings of proceedings	1,568	1,440	1,595	1,612	1,655
Completed orders for recordings	802	1,233	986	997	927
Website					
Requests (million)	48.7	52.5	67.2	66.5	70.3
Freedom of Information					
Number of requests	856	494	475	504	668
% answered within statutory period (20 working days)	90%	98%	98%	97.5%	98%
Well-informed staff					
Staffing (c)					
Number of House and PICT staff on payroll (average over year)	1,839	1,868	2,003	1,861	2,011
Number of full-time equivalent House and PICT staff at year end	1,884	1,832	1,750	1,766	1,727
Recruitment					
Internal recruitment exercises	43	64	105	84	116
Internal/external or external only recruitment exercises	56	53	81	86	128
Total	99	117	186	170	244

Notes:

(a) All Library contacts recorded on the enquiries database.

(b) The Parliamentary Search system replaced the PIMS Search and Retrieval system from May 2011 onwards (phased introduction). Previous figures related to items added to the PIMS Content Management Application, however these are broadly comparable to figures for items published/added to the Parliamentary Search system.

(c) From 2011/12 onwards, this includes figures for Saturday openings that occurred within the summer opening period.

(d) From 2011/12 onwards, this excludes figures for Saturdays during the summer opening period.

(e) Telephone service hours were reduced from 44 hours to 25 hours in September 2012, and further reduced to 20 hours in February 2014.

The table below provides a summary of expenditure in 2013/14. More information can be found in *House of Commons: Administration Resource Accounts 2013/14*, HC 470 2013-14.

Administration Out-turn

£ million

	Budget	Outturn
Operating income	(12.0)	(13.1)
Staff costs	97.4	96.2
IT services and equipment	7.8	6.3
Communications	4.3	4.3
Catering and retail supplies	4.1	3.9
Office supplies	12.3	11.2
Professional services	3.6	4.0
Grants and subsidies	3.7	3.4
Accommodation	35.6	35.0
Security	25.4	24.3
sub-total: cash expenditure	182.3	175.5
Depreciation	15.1	15.7
Write-offs	0.0	0.2
Movement in provisions	20.5	19.7
Valuation adjustments	0.0	(9.3)
Audit fees	0.1	0.1
sub-total: non-cash expenditure	35.7	26.2
TOTAL RESOURCE EXPENDITURE	218.0	201.7
CAPITAL INVESTMENT	32.8	24.4

ANNEX 2 Sustainability Report

This sustainability report follows – as far as possible and to the extent it is appropriate – the template and guidance issued to Government Departments in HM Treasury’s *Financial Reporting Manual*. All the data (including expenditure) relate to Parliament as a whole.

GREENHOUSE GAS EMISSIONS		2010/11	2011/12	2012/13	2013/14
Non-Financial Indicators (tCO ₂ e)	Total Gross Emissions for Scopes 1 & 2.	20,692	18,970	20,042	18,749
	Total Net Emissions for Scopes 1 & 2. (i.e. less green tariffs)	7,948	6,755	7,637	7,311
	Gross emissions Scope 3 business travel	2,128	1,154	1,271	1,353
Related Energy Consumption (million kWh)	Electricity: Non-Renewable	4.78	3.90	4.10	5.38
	Electricity: Renewable	24.46	24.86	25.26	23.82
	Gas	30.51	26.40	30.16	25.55
Financial Indicators (£'000s)	Expenditure on Energy	4,181	4,353	5,222	4,256
	Expenditure on accredited offsets (e.g. GCOF)	24	0	0	0
	Expenditure on official business travel	4,339	4,568	NA	NA

GLOSSARY

The following scopes of CO₂ emissions are defined in HM Treasury’s *Financial Reporting Manual*:

- Scope 1: Direct emissions of greenhouse gases;
- Scope 2: Energy indirect emissions;
- Scope 3: Emissions as a result of official business travel.

tCO₂e: tonnes of carbon dioxide equivalent

kWh: kilowatt hours

GCOF: Government Carbon Offsetting Facility

PERFORMANCE COMMENTARY (INCLUDING TARGETS)

Our total gross carbon emissions have been restated for all years in order to account for changes to the conversion factors provided by DEFRA for reporting purposes.

Our long term target for absolute carbon dioxide emissions resulting from energy use is to reduce emissions by 34% by March 2021 relative to 2008/09 baseline levels. In order to be on course to meet this target our 2013/14 emissions should have fallen by 14.2% on baseline. In 2013/14 we achieved a 19.5% reduction relative to our adjusted 2008/09 baseline year.

Carbon saving at Parliament has continued to focus on 'back room' improvements, but is also addressing the contribution individuals can make through and Environmental Engagement Programme.

CONTROLLABLE IMPACTS COMMENTARY

The main source of our carbon dioxide emissions is energy consumption across the estate. Our environmental improvement plan setting out the actions planned to improve energy efficiency continues to be updated annually.

OVERVIEW OF INFLUENCED IMPACTS

We continue to target a reduction in our own emissions as a priority, but where appropriate we use procurement specifications to encourage reductions in our supply chain.

WASTE

			2010/11	2011/12	2012/13	2013/14
Non Financial Indicators (tonnes)	Total waste		1,632	1,639	1,544	1,484
	Hazardous waste	Total	2	2	2	2
	Non hazardous waste	Landfill	0	0	0	0
		Reused/ Recycled	844	868	896	874
		Incinerated/ energy from waste	785	770	647	608
Financial Indicators (£'000s)	Total disposal cost		524	586	561	422
	Hazardous waste – Total disposal cost		NA	NA	NA	NA
	Non hazardous waste – Total disposal cost	Landfill	NA	NA	NA	NA
		Reused/ Recycled	NA	NA	NA	NA
		Incinerated/ energy from waste	NA	NA	NA	NA

PERFORMANCE COMMENTARY (INCLUDING TARGETS)**CONTROLLABLE IMPACTS COMMENTARY**

Our long term target for waste generated was made more challenging in 2013/14 and is now to reduce the weight of waste by 30% by 2020/21. Our long term target for recycling remains to recycle 75% of waste generated by weight by 2020/21.

Parliament remains on trajectory to meet its new long term waste reduction target, achieving a 26.1% reduction relative to our 2008/09 baseline.

In order to be on track to meet our long term target, our recycling and recovery rate for 2013/14 should have risen to 64.5%. Although we improved our recycling and recovery rate to 59% in 2013/14, we are still below our short-term target.

This was achieved through the extension of the schemes to compost catering waste at several kitchens within the Palace of Westminster, and the mixed, dry office waste collection system.

Our general office waste is disposed of via energy-from-waste facility. None of our general waste goes to landfill.

OVERVIEW OF INFLUENCED IMPACTS

We continue to target a reduction in our own generation of waste and recycling rates as a priority, but where appropriate we use procurement specifications to encourage our supply chain to improve performance in these areas.

FINITE RESOURCE CONSUMPTION – Water

			2010/11	2011/12	2012/13	2013/14
Non-Financial Indicators (m ³)	Water Consumption	Supplied	132,876	118,215	114,226	122,533
		Abstracted	136,571	104,306	93,313	98,691
Financial Indicators (£'000s)	Water Supply Costs		278	248	253	276

PERFORMANCE COMMENTARY (INCLUDING TARGETS)

Our long term target for water use was made more challenging in 2013/14 and is now to reduce the volume we consume by 50% by March 2021 relative to 2008/09 baseline levels.

In order to be on course to meet this target our 2013/14 water use should have fallen by 23.4% on baseline. In 2013/14 we in fact achieved a 32.8% reduction relative to our 2008/09 baseline year

Consumption rose this year, mainly due to the increased summer cooling demand for borehole water.

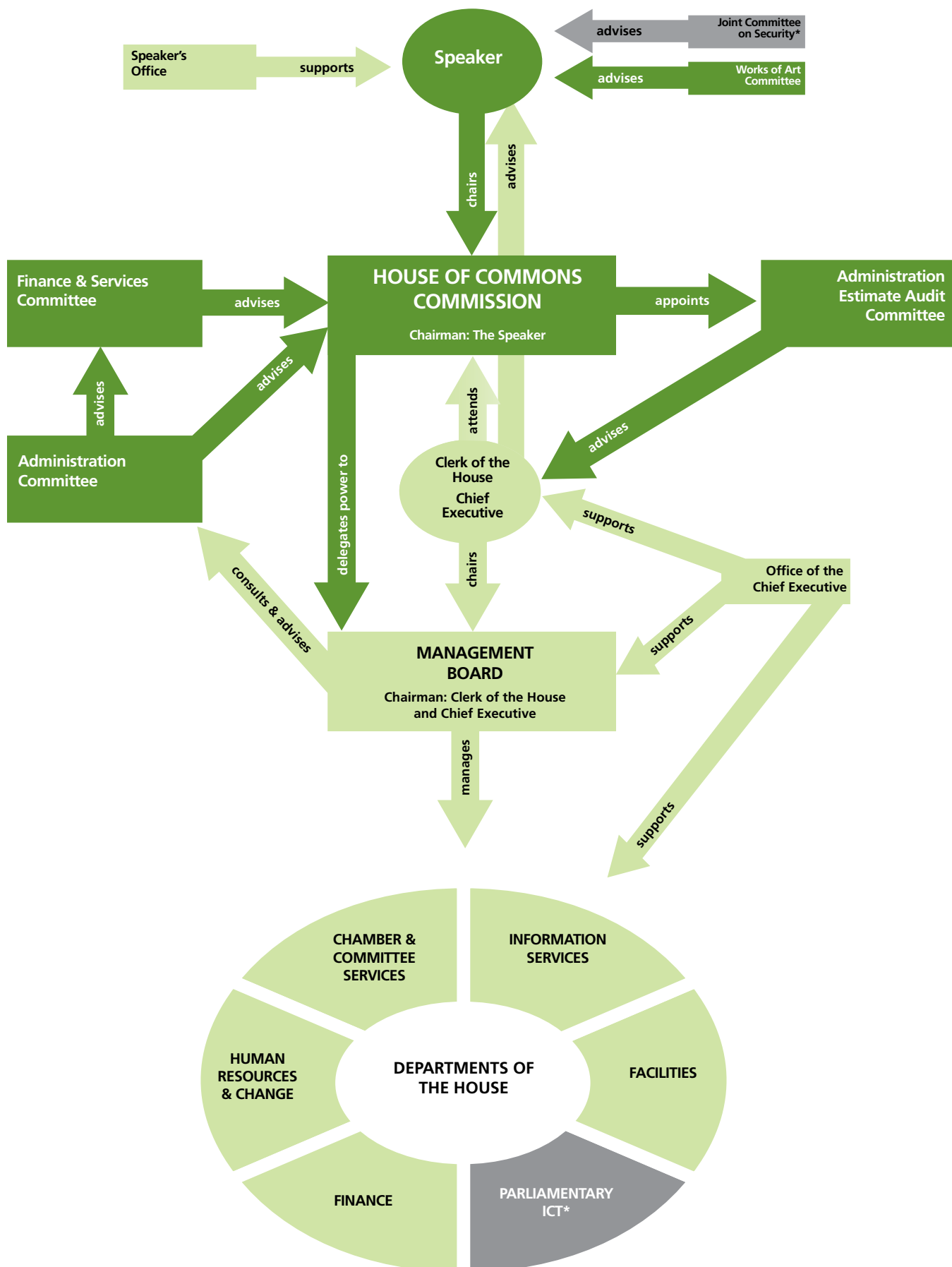
CONTROLLABLE IMPACTS COMMENTARY

The main water consumers on the Parliamentary Estate are borehole water for cooling in Portcullis House, and domestic and catering services for mains water supplies.

OVERVIEW OF INFLUENCED IMPACTS

We continue to target a reduction in our own water use as a priority, but where appropriate we use procurement specifications to encourage our supply chain to improve water efficiency.

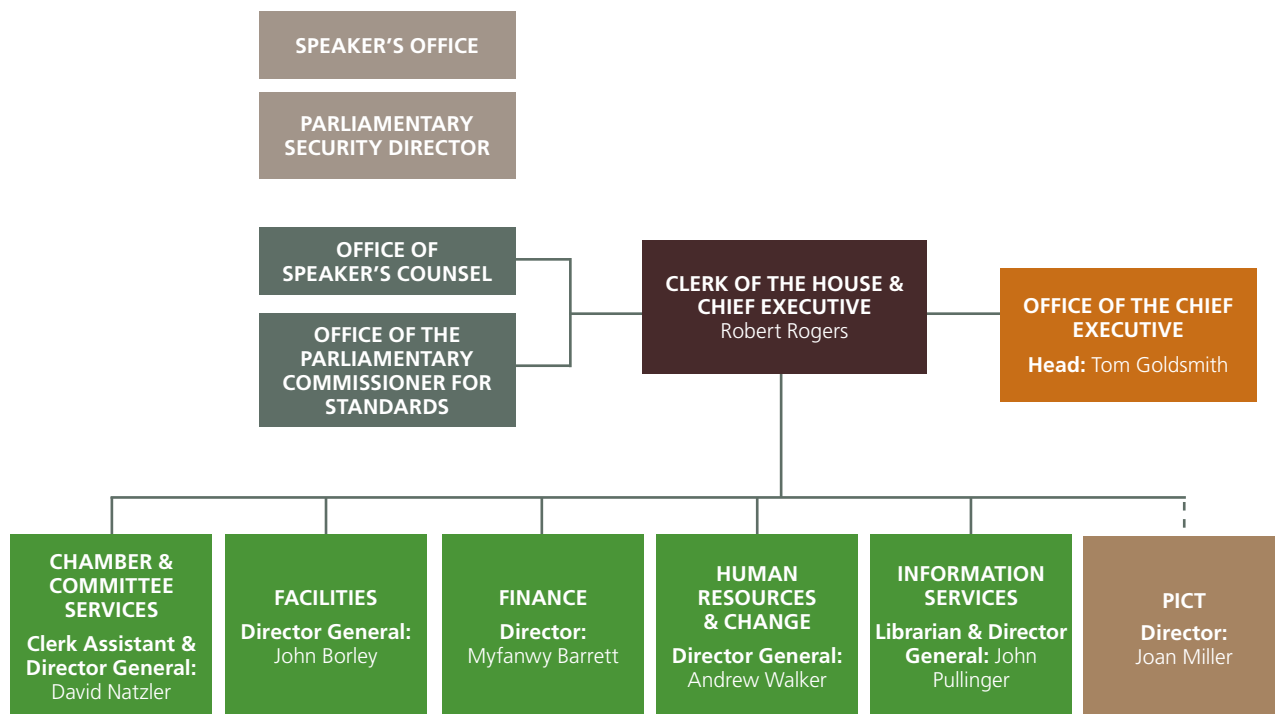
ANNEX 3 The Governance Structure of the House of Commons Administration



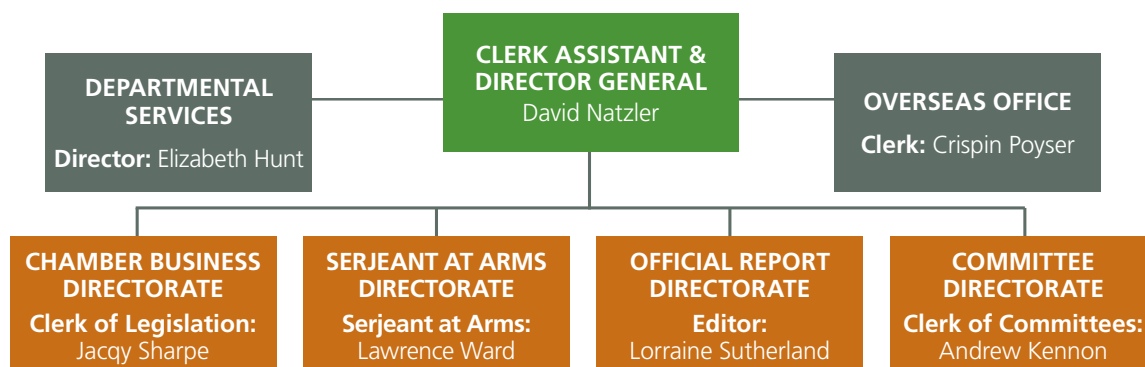
*Joint Services with the House of Lords

ANNEX 4 Organograms – March 2014

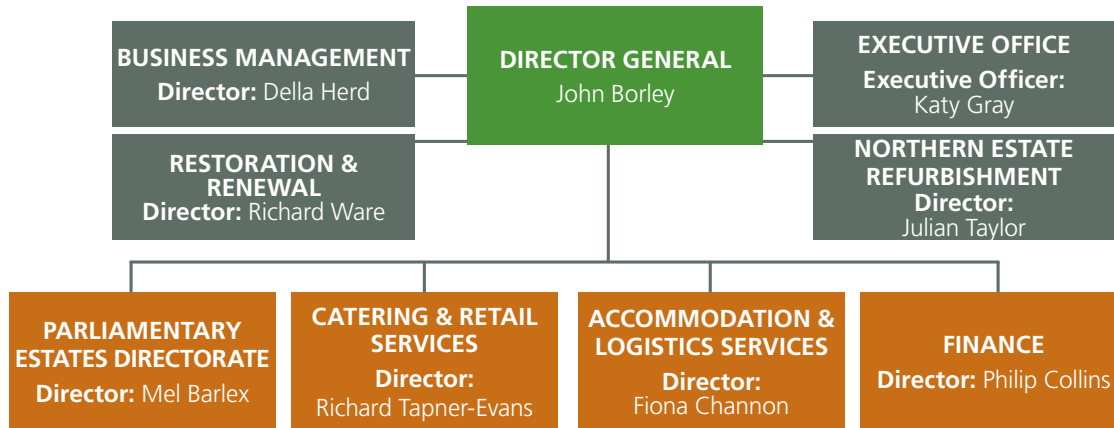
The House Service



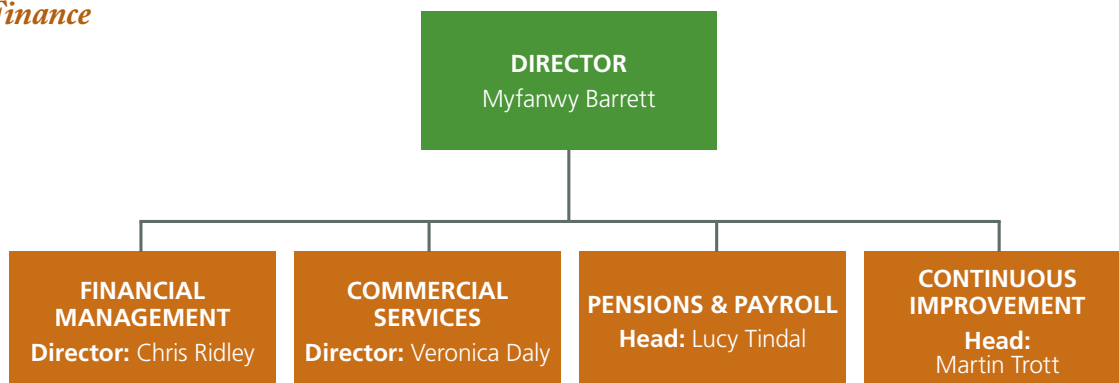
Chamber & Committee Services



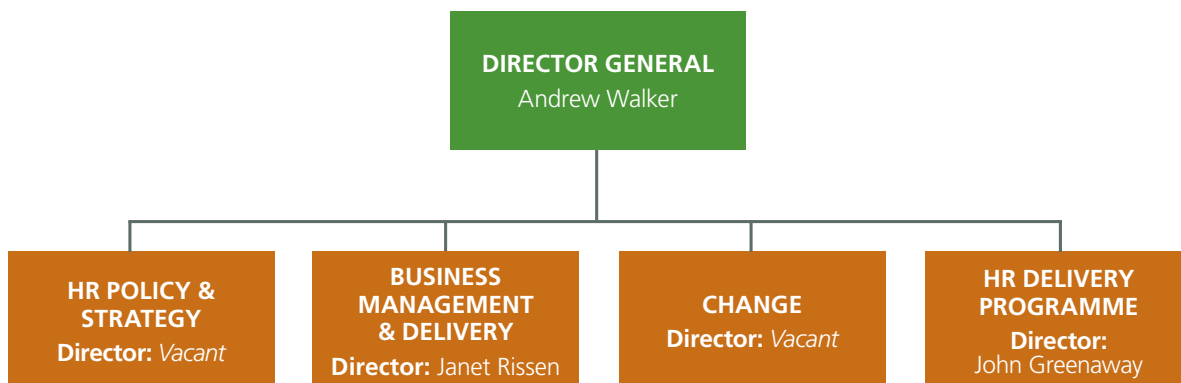
Facilities



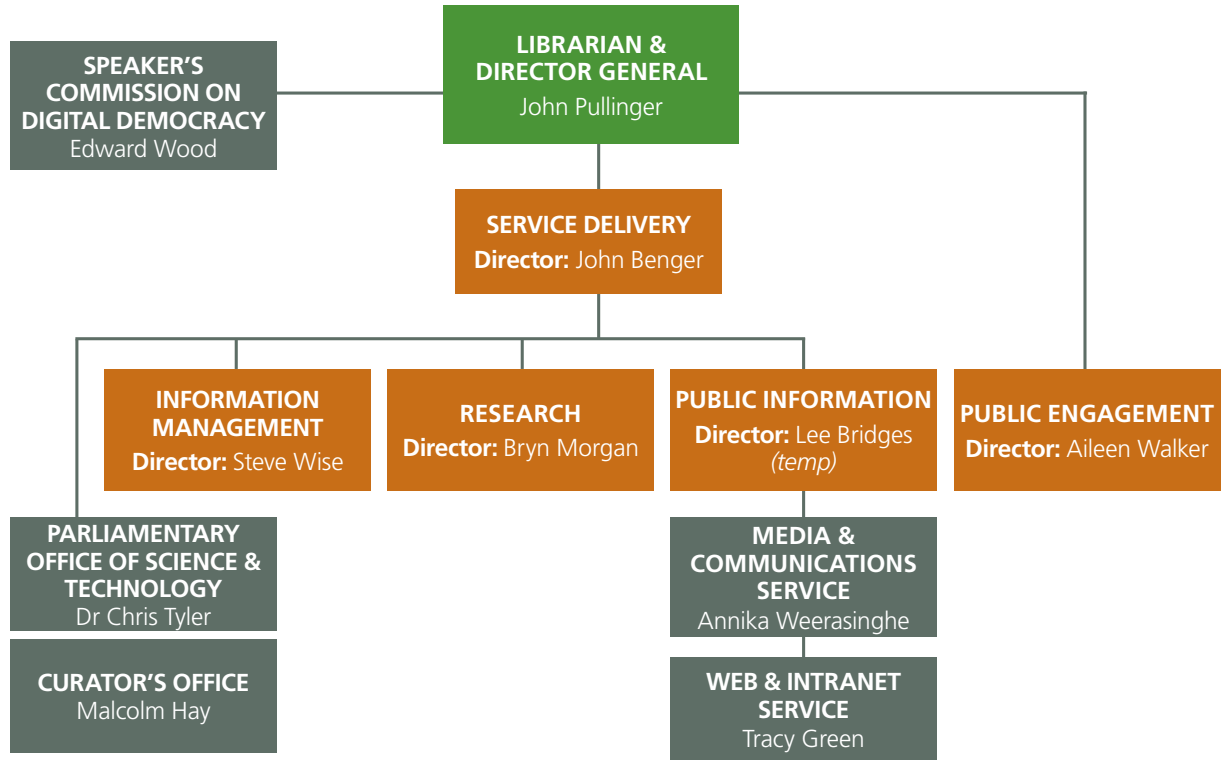
Finance



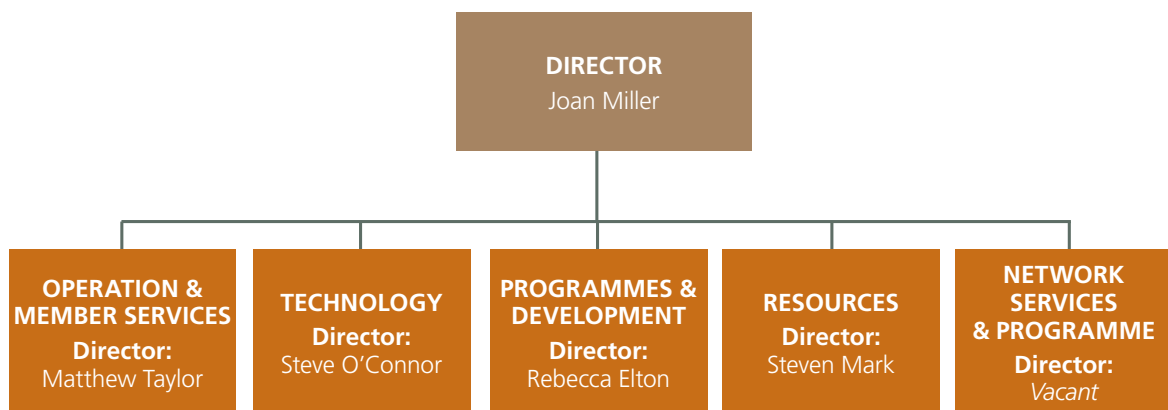
Human Resources & Change



Information Services



Parliamentary Information and Communications Technology (PICT)



Administration Estimate Audit Committee Annual Report 2013/14

Introduction

1. This is the fourteenth annual report of the House of Commons Administration Estimate Audit Committee (AEAC), which was established by the House of Commons Commission on 15 May 2000.
2. This report outlines the AEAC's conclusions in relation to the Administration Estimate for the financial year 2013/14. The Committee's findings are set out by reference to the key areas on which it is required to provide assurance to the Accounting Officer under its terms of reference.
3. Details of the AEAC's terms of reference, membership and activity during the year are provided in the Appendix to this report.

Conclusion for the financial year 2013/14

The effectiveness of the system of governance, risk management and internal control (the "system of internal control")

Main Conclusion

4. During the last twelve months further progress has been made improving the system of internal control. There have been marked improvements in financial discipline and awareness across the House Service with the most notable achievement being the successful completion of the Savings Programme. We are also pleased to note the trend towards more timely compliance with agreed management actions from internal audit reviews. These improvements have all been delivered whilst the House Service has continued to provide high quality frontline services. However, these improvements have not been consistent or uniform across the Service and there remains a need to ensure that all its activity achieves value of money for the taxpayer. The House Service will need to build and expand on the improvements it has made this year if it is to be well placed to meet the number of internal and external challenges for the House Service which lie ahead.
5. We note the Director of Internal Audit's overall opinion on the House's framework of governance, risk management and control for 2013/14 which remains at a "Moderate" level of assurance, a view with which we concur, given the number and nature of findings that have arisen from his work.
6. During the last year the House Service has demonstrated that it has the capability to deliver change, but truly sustainable organisational change will require

a greater emphasis on enhancing its managerial and leadership skills to ensure that its intended outcomes are delivered on time, on budget and to the desired quality. This will require greater proactivity on the part of the House Service, more rigorous and stretching use of benchmarks and a greater willingness to learn from failure and adapt to unforeseen events.

Supporting evidence

7. The House's financial management capacity continues to improve, but the weaknesses we highlighted last year, concerning financial forecasting and the House's accounting system – HAIS - are still present. The forecasting of the Estates Capital expenditure, in particular, is an ongoing issue in which we have taken a particular interest, due to past and projected underspends. A review of capital forecasting has been undertaken and we shall be monitoring the implementation of the review's recommendations in the coming year.
8. We welcome the creation of the Parliamentary Procurement and Commercial Service (PPCS), in anticipation that it will both increase the quality of the two Houses' procurement and commercial activity – ensuring greater compliance and improving the quality of data - and lead to more joint working between the Houses. However its success will depend on having access to the appropriate level of professional procurement expertise and the extent to which it is able to develop high quality, commercially minded, contract management skills in the rest of the House Service. We believe that adopting a specialised approach to contract management would ensure that contracts are properly made, monitored and reviewed and ensure that lessons for improvements are captured and implemented. In addition to these direct benefits it would reduce the amount of costly management time spent dealing with defective contracts.
9. Together with the Lords Audit Committee we have continued our joint scrutiny of the management of the Special Service Agreement with the Metropolitan Police Service. The management of this contract is complex but the Parliamentary Security Director has worked to identify savings and efficiencies within the current contract while taking steps aimed at ensuring that the new contractual arrangement will be in place on time and will be robust and fit for purpose. We will continue to scrutinise developments in relation to this important contract.

10. The risk management system in the House Service has yet to be embraced as an integral part of successful delivery. There is a continuing need for individual managers to take ongoing responsibility for the management of risk, as we identified in last year's report. As a result a complete, accurate and up to date risk management system has yet to be achieved.

11. We have taken an increased interest in HR issues and their management in this past year. The professionalism and enhancement of HR support for the House Service leaders and managers is, in our view, essential if they are to achieve the targets that have been set for them. We are therefore pleased that two new senior appointments – dealing with People Development and HR Services – are being made. We hope that this additional expertise will facilitate the completion of existing initiatives and the implementation of new ones in accordance with best HR practice.

12. During the last year various issues have arisen in relation to the quality of data and the reliability of information available to management. Sometimes these have been due to problems with information systems or inadequate resources. Whatever the reason, we view accurate and complete data to be an essential requirement of an organisation, such as the House Service, and will continue to monitor this topic.

13. Overall, we are satisfied that action is being taken to address agreed actions from the audits we have considered during the year. However, delay by managers in complying in a timely fashion with agreed actions and planned initiatives, in order to deal with more pressing issues, inhibits the achievement of corporate goals. Dealing with this, by encouraging proactivity and discouraging behaviours which impede collective progress will, in our view, make a significant difference to the already high quality of the service which the House Service provides. We therefore welcome the fact that the Management Board has decided to adopt a continuous improvement approach to the running of the House Service, as it grapples with the various challenges which undoubtedly lie ahead.

The integrity of the Annual Accounts

14. We have reviewed the Annual Accounts.

15. We consider the Accounts acceptable for signature by the Accounting Officer. We are satisfied with the Annual Governance Statement and the process undertaken to produce it.

The work of the internal audit service

16. We note that Internal Audit (IA) largely completed its audit plan during the period, meeting its target. We note that the relationship between IA and Deloitte (IA's strategic partner) continues to work well, with Deloitte, in general, providing specialist knowledge in specific areas rather than taking on entire audits.

17. We also welcome the continued close cooperation by Internal Audit with its colleagues in the House of Lords.

18. Overall we are satisfied that the scope and nature of the work of Internal Audit, supported by its partnership with Deloitte, and in parallel with the work of the NAO as the external auditors, adequately underpins the assessment of the Accounting Officer of the system of internal control.

The external audit by the external auditor

19. We are satisfied with the scope and nature of the work of the NAO and believe that the NAO has carried out its external audit work with due independence.

20. We are satisfied that the audit opinion was appropriate.

Other matters as were referred to the Committee by either the Accounting Officer or the Commission

21. No additional matters were referred to the Committee by the Accounting Officer or the Commission in 2013/14.

Appendix – Terms of reference

1. The Committee has the following terms of reference, which are approved by the House of Commons Commission (the last changes were agreed in July 2012):

REMIT

The Administration Estimate Audit Committee pursues its objectives and fulfils its responsibilities on behalf of the Commission and, as it deems appropriate, shall draw any matters arising within these terms of reference to the attention of the Commission.

MEMBERSHIP

The membership of the Committee shall be:

- 3 MP members, including:
 - A Member of the House of Commons Commission
 - A Member of the Finance & Services Committee
- 3 External Members, appointed by the Commission

The Chairman shall be appointed by the Commission from amongst the external members of the Committee.

OBJECTIVES

The Audit Committee has been established to support the Accounting Officer in discharging his responsibilities under the Administration Estimate, particularly with regard to the maintenance of an effective system of internal control. The Committee's objective is to give assurance to the Accounting Officer on:

- The effectiveness of the system of governance, risk management and internal control (referred to collectively as the "system of internal control")
- The integrity of the annual Resource Accounts
- The work of the internal audit service
- The external audit by the external auditor

Other matters as may be referred to it by either the Accounting Officer or the Commission

RESPONSIBILITIES

Governance, Risk Management and Internal Control

The Committee is responsible for monitoring governance, risk management and internal control ("the system of internal control"). This monitoring will include:

- The effectiveness of the design and operation of the system of internal control
- The development and operation of the system of risk management, in accordance with the overall risk management policy
- The level and range of assurances on the management of risks
- The adequacy and implementation of proposed management actions to improve the effectiveness of internal controls

Annual Resource Accounts

The Committee is responsible for reviewing the annual Resource Accounts before their submission to the Accounting Officer. This review to include:

- any significant changes in the accounting policies or treatments
- major financial reporting judgements or estimates
- consistency of the Annual Governance Statement
- resolution of any matters raised by the external auditor
- significant adjustments resulting from the audit by the external auditor

Internal Audit

The Committee is responsible for monitoring the work of the internal audit service. This includes:

- Involvement in the appointment of the Director of Internal Audit and the audit partner
- Agreement to the annual internal audit plan and

monitoring of progress

- Consideration of the results and findings from internal audit work and the adequacy of management responses
- Consideration of the Director of Internal Audit's annual report and opinion

External Audit

The Committee is responsible for monitoring and reviewing the work of the external audit. This review to include:

- Recommendations on the appointment and scope of work of the external auditor
- Consideration of the external audit strategy
- The results of the external audit work, including any reports to those charged with responsibilities for governance, and the adequacy of management responses
- Representations made by management to the external auditor
- Annual review of the external auditor's independence and effectiveness

Membership

1. The Committee is chaired by an external member, Dame Janet Gaymer DBE, who is also an external member of the House of Commons Management Board. Barbara Scott and Stephen Brooker are the other two external members of the Committee. Dame Janet replaced Alex Jablonowski as the Chair of the Committee in September 2013.
2. The current MP members of the Committee are: Ms Angela Eagle MP, Rt Hon Sir Alan Haselhurst MP, and John Thurso MP.
3. The membership of the Members Estimate Audit Committee also reflects these changes.
4. The Clerk of the House, the Director of Finance and the Director of Internal Audit also attend the Committee's meetings. All three officials may withdraw for specific items at the Committee's, or their own, request.
5. The Committee's Secretary is the Private Secretary to the Clerk of the House. The Committee is also supported by a Committee Assistant.

Meetings

6. The Committee met formally six times in the financial year 2013/14: on 17 April, 3 and 10 July, and 9 October 2013 and 15 January and 25 March 2014. Attendance is shown in the table below. In addition it held an informal meeting to review its effectiveness on 6 November 2013.

<i>Member</i>	<i>Total number of meetings attended</i>
Dame Janet Gaymer DBE (Chair) <i>from 19 September 2013</i>	3/3
Alex Jablonowski (Chair) <i>until 18 September 2013</i>	3/3
Stephen Brooker	6/6
Angela Eagle MP	0/6
Rt Hon Sir Alan Haselhurst MP	6/6
John Thurso MP	5/6
Barbara Scott	5/6

7. The external members of the Committee also hold a number of informal meetings during the year including one on 19 June to discuss the draft House of Commons Administration Estimate accounts 2014 with the House's finance team and the NAO.

8. The Committee had one meeting in the current financial year before this report was agreed on 2 July 2014.

Internal Audit and partnership

9. The Committee routinely receives an oral report at its meetings from the Director of the Internal Audit service (IA), together with a paper showing progress against the annual work programme and the balance between core audit and the other work undertaken by IA.

10. There was one change of staff in IA during 2013/14, with the recruitment of a new Trainee Auditor. This is a new post created by the restructure undertaken at the end of the 2012/13 financial year.

11. One member of staff has now completed his professional studies with the Chartered Institute of Internal Auditors. All other qualified staff maintained their continuing professional development in the year.

12. During 2013/14 Deloitte continued its role as IA's strategic partner under the terms of the current contract that has been extended until September 2014. Deloitte assisted in ten audits during the year, as well as supporting the team with access to resources and information. Due to the specialist skills required, it supported audits on Financial Control Environments, VAT Accounting, Project & Programme Reporting and Pensions Administration, as well as the ICT specific audits.

Internal audits considered by the Committee

13. During 2013/14 the Committee was notified of forty-nine audits relating to the Administration Estimate, including eighteen audits from the 2012/13 work

programme. Audit reports are usually considered first by the external members of the Committee, who may choose to bring matters to the attention of the full Committee.

14. Audits discussed by the Committee dealt with a wide range of topics, covering:

- a. Core audit issues such as financial management, procurement and contract management,
- b. Corporate issues, such as risk management, sickness absence reporting, and
- c. Services provided by the House Service.

The Committee also followed-up implementation of agreed management actions.

15. IA also undertakes follow up reviews when an audit has been issued for six months and contains major findings and agreed actions. The Committee received a number of follow-up audits including regular progress updates from monthly tracking by Internal Audit.

16. Further information on specific audits is included in the minutes of the Committee's meetings which are available on the Committee's website.

Risk Management

17. The Committee continued to fulfil its responsibility to monitor the development and operation of the system of risk management, in accordance with the overall risk management policy, and the level and range of assurances on the management of risks.

18. Over the last year it met with the Corporate Risk Management Team to discuss the House Service's system of risk management. The Committee also met with the Chair of the General Election Planning Group to discuss risk management in this programme. Risk management was also discussed at one of the joint meetings with the Lords Audit Committee.

Internal audit charter

19. The Internal Audit service works to the Public Sector Internal Audit Standards professional framework. The House's internal audit charter, sets out the purpose, role, responsibility, status and authority of internal auditing within the House of Commons and outlining the scope of internal audit work.

Planning of the audit programme

20. The Committee agreed the final Internal Audit programme for 2013/14 in July 2013. The Committee agreed proposed changes to the plan in October 2013 and January 2014.

21. The proposed approach to the Internal Audit programme for 2014/15 was considered by the Committee at its March 2014 meeting.

External Auditors

22. The National Audit Office (NAO) has continued to provide an external audit function for the House of Commons. NAO staff routinely attend meetings of the Committee and receive all of its papers and minutes, although the Committee continues from time to time to discuss certain items of business without auditors present.

23. In January 2014 the Committee discussed the NAO's planned approach to auditing the House of Commons Resource Accounts 2013/14. The NAO raised two significant risks: Capital Expenditure and the possibility of impairment charges; and business developments including: the outcome of the pay negotiations; the accounting treatments of the network refresh contract; and the transfer of the House of Commons Staff Pension Scheme liability to the Principal Civil Service Pension Scheme

24. The external members of the Committee met NAO and Finance staff on 19 June 2014 to discuss the draft House of Commons: Administration Estimate accounts for 2013/14. Following this the accounts were discussed by the full Committee on 2 July 2014 prior to being signed off by the Clerk of the House, as Accounting Officer.

House of Lords Audit Committee

25. The Committee held joint meetings with the House of Lords Audit Committee in July 2013 and January 2014. The main items considered were the Metropolitan Police Special Service Agreement and the governance of the Restoration and Renewal Programme. The Committee also continues to share agendas and minutes with the House of Lords Audit Committee.

Members Estimate Audit Committee

26. A Members Estimate Audit Committee was established by the House's Members Estimate Committee on 14 June 2004. It has the same membership as the Administration Estimate Audit Committee and meets concurrently with the AEAC, with each agenda item setting out whether consideration is by the Administration Estimate Audit Committee, the Members Estimate Audit Committee or both. The annual report of the Members Estimate Audit Committee will be published with the House of Commons: Members Estimate Accounts 2013/14.

Further information about the Committee

27. The AEAC publishes annual reports and certain papers (agendas, minutes and actions arising) on its page on the parliamentary website <http://www.parliament.uk/business/committees/committees-a-z/other-committees/administration-estimate-audit/>.

