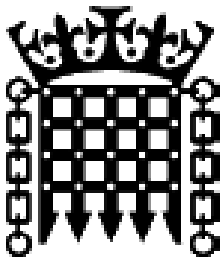


House of Commons Corporate Business Plan 2009/10

DRAFT 17 October 2008



Issued by the
Management Board

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Foreword by the Chief Executive



This corporate business plan has been produced...

This plan will cover both corporate and departmental activities, giving a better balance between core services and strategic developments.....

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Malcolm Jack
Clerk of the House and Chief Executive

Introduction

The Corporate Business Plan

This is the Corporate Business Plan for the House of Commons Service for the financial year 2009/10. It sets out what our objectives are for the year ahead and how we plan to meet them.

The format of the Corporate Business Plan is different this year. It is designed to show clearly how the work of different parts of the House Service will contribute to our objectives, and what that will cost. It covers both “business as usual” and work which we plan to do for the first time, and identifies the member of staff responsible. It also shows for each area of work our performance measures – how we will know if we have been successful.

The Corporate Business Plan is just that – a plan. It is intended to steer what we do. It should be a guide to staff, and a source of information for Members of the House and the public. Below it there will be a cascade of more detailed plans, from Departmental Plans to individual Forward Job Plans – but they should all match, and flow from, our corporate strategy.

Our strategy

The Strategic Plan 2006-11 – adopted by the House of Commons Commission in 2005 – sets out our **primary objectives** and **supporting tasks**. These describe *what* we are going to do.

Objectives

The House Service’s primary objectives (in order of priority) are:

- To provide the advice and services that enable the House and its committees to conduct their business effectively.
- To provide the advice and services that enable individual Members (and their staff) to perform their parliamentary duties effectively.
- To promote public knowledge and understanding of the work and role of Parliament through the provision of information and access.

Supporting tasks

In support of the primary objectives the House Service also seeks:

- To provide a skilled and motivated workforce; giving recognition and reward for achievement and ensuring that all staff realise their full potential regardless of level or background; and promoting diversity.
- To provide a healthy, safe and secure physical environment in which

- the business of the House can be effectively conducted; this includes accommodation, office services, catering and security.
- To plan and manage all of the House's resources to a high standard, achieving value for money and matching current public service standards including in the areas of risk and change management and environmental protection.
 - To maintain the heritage and integrity of the Palace of Westminster and other buildings, objects and documents for the benefit of future generations.
 - To ensure that information is well-managed in pursuit of the primary objectives, in part by exploiting technology effectively.
 - To maintain a good working relationship with the House of Lords, particularly in the provision of shared services; and to share information and best practice with other parliaments and assemblies, and to co-operate with other organisations that can assist the House Service in its work.

In carrying out these different objectives and tasks, we must be clear what we are aiming to achieve. The Management Board has identified the following five **goals**. These describe **how** we are going to do our work.

Goals

- To make Members feel they are receiving an excellent service from all parts of the House Service
- To deliver continuous and measurable improvement in the services we provide
- To ensure that we have the capability to deliver the services required now and in the future
- To make all staff feel that they are valued and work for a first-class organisation
- To increase and demonstrate the value for money and the environmental sustainability of the services we deliver

Our primary goal is to make Members feel they are receiving excellent service. Whether we are working directly with Members, or in a support role, in public engagement work, or in maintaining the heritage of the Palace of Westminster,

we are all here to support Members of Parliament in carrying out their role in our democracy: holding Government to account, scrutinising legislation, and representing their constituents.

We must also ensure that, in fact, we *are* delivering excellent service.

The Management Board has identified three areas of service delivery as **priorities** in 2009/10. These are areas in which there needs to be a step change in the quality of service delivered, in order to meet increasing challenges and new demands. This will require a shift in management focus and in the allocation of staff and financial resources.

Priorities

- Management of the Estate
- Expansion of IT services
- Delivery of Members' allowances

While many of the services we deliver are already first-class, there is scope for improvement and for innovation in all areas. We will encourage staff to identify improvements in the work they do and empower them to make the changes they can see are needed.

Improvements in service will be driven by setting challenging objectives in all areas, and by greater use of external benchmarking. We must show evidence of the quality of the work we do, and chart improvements over time. Our primary performance indicator is the opinion of Members of Parliament, as measured in the annual survey of Members and Members' staff.

We must be careful in our use of public money. As agreed by the Commission in the Strategic Plan, the aim is to manage core services at a level of expenditure no higher than the ceiling agreed for 2006/07, after adjustment for inflation. We must show evidence of the value for money of the services we deliver, and will make renewed effort to identify cost efficiencies which we can use to fund service improvements in our own or other areas.

In addition, we have a new requirement to ensure environmental sustainability in the services we deliver. There is an increasingly strong expectation among Members and the public that Parliament should be in the forefront in this area.

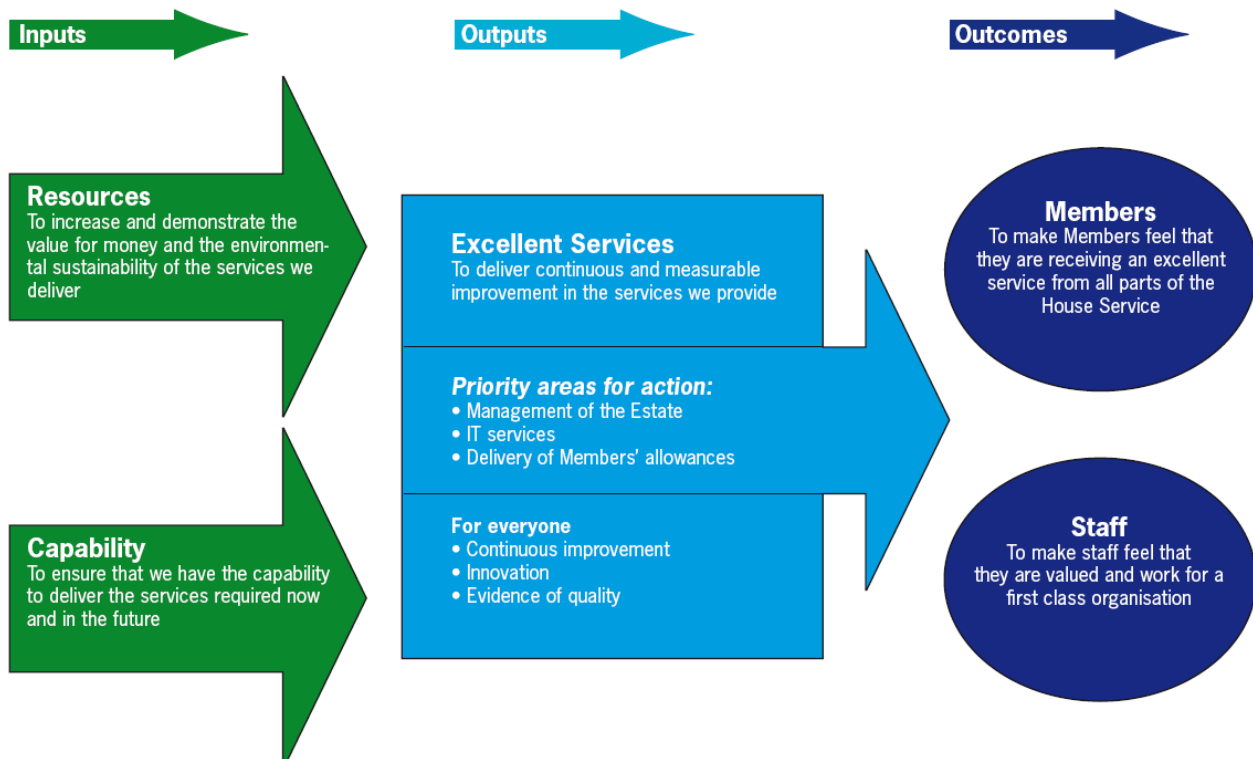
To deliver the services required now and in the future, we will need to increase the capability of all staff – senior management included – and ensure that we

have the tools we need to do the job. We need to make sure that we can meet the needs and expectations of Members of Parliament not just today, but in the Parliament after next. We will address the issues raised in the staff survey, to ensure that staff at all levels feel fully engaged and respected. It is our intention to achieve Investors in People re-accreditation in 2009/10.

To assist the Management Board in its strategic leadership of the House of Commons service, we will develop a corporate performance management system, based on a balanced scorecard approach and underpinned by an integrated performance and risk reporting system. During 2009/10 we will refine this system to make sure that it brings positive benefits to the way we work.



Goals and Priorities



Corporate Risks*[to be revised]***Corporate Risks**

The Board currently manages eight high-level corporate risks:

- 1 Disruption to the work of the House or other services as a result of terrorist attack
- 2 Disruption to the work of the House or other services as a result of an unplanned event (eg fire, flood, public disorder, epidemic, etc)
- 3 Disruption to the work of the House or other services as a result of a major IT breakdown or the failure to develop an IT infrastructure that is robust
- 4 The rate and nature of organisational and cultural change leads to a deterioration in services
- 5 The House administration suffers loss of reputation and/or financial loss through failing to comply with legal requirements, audit and accounting requirements, and/or through demonstrably poor value for money in the delivery of its services
- 6 A major project or change programme fails to deliver the expected benefits in line with the planned investment agreed in the business case
- 7 The House suffers loss or disruption to services through a failing in contract procurement or supplier management
- 8 The House administration is unable to carry forward a consistent strategy because of the conflicting demands of key stakeholders in the House and dependencies on the House of Lords

Our values

The Strategic Plan adopted by the Commission states the corporate values of the House Administration as follows:

The House of Commons Service seeks to serve the House of Commons, its Committees and Members, and the public, with honesty, probity and political impartiality; strives to achieve high ethical standards, value for money and professional excellence in all that it does; and seeks to be responsive to changing requirements. As an employer, the House of Commons Commission is committed to maximising the personal development of House staff, to valuing diversity and the contribution of all individuals, and to equality of opportunity.

The core values for House staff are:

Integrity

We serve the House of Commons, its Committees and Members, and the public, with honesty, probity and political impartiality.

Professionalism

We strive for excellence, effectiveness, efficiency and accuracy, remaining always open-minded on the prospects for better ways of delivering our services. We seek to be responsive to changing requirements, and to be outward looking.

Teamwork

We value a co-operative approach, based on mutual support, trust and respect.

Recognition

We are committed to maximising personal development, to valuing diversity and the contribution of all individuals, and to equality of opportunity.

Commitment

We seek to ensure that the House of Commons is a good place to work, recognising the importance of maintenance of work-life balance, and seeking to get the most out of the jobs we do.

Our organisation

The House of Commons is served by four House of Commons Departments and one Joint Department, managed jointly with the House of Lords:

- **Chamber and Committee Services** – provides advisory and other services that support the work of the Chamber and Committees (including security and ceremonial).
- **Information Services** – informs the work of the House and its Members, and provides information and access to the public.
- **Resources** – provides HR and finance support to the House Service and administers Members' pay, pensions and allowances.
- **Facilities** – provides the accommodation, catering and other facilities required by the House and maintains the fabric of the buildings.
- **PICT** – provides Information and Communications Technology services to both Houses of Parliament

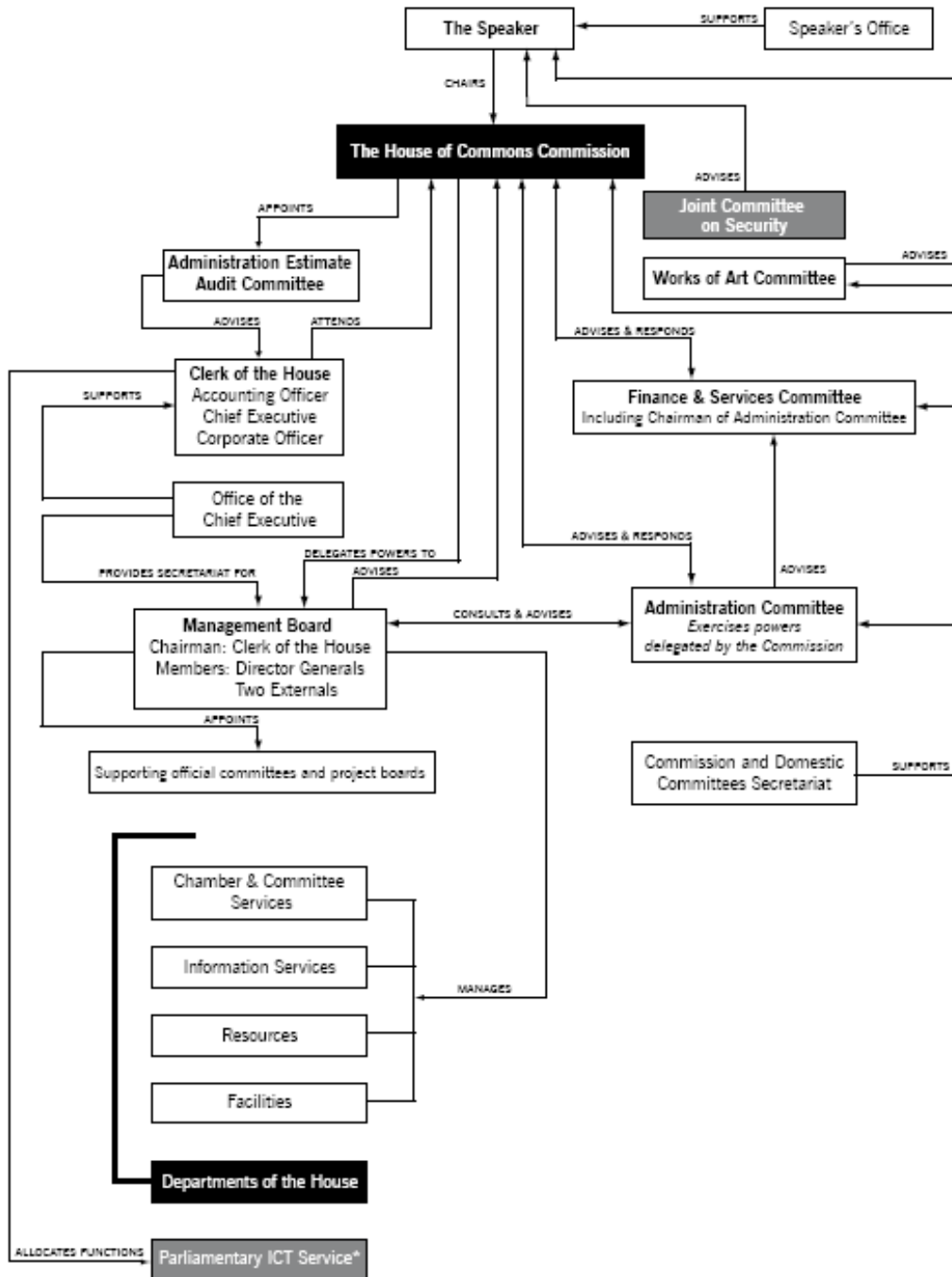
The House of Commons Service is managed by a Management Board under the leadership of the Clerk of the House and Chief Executive, Dr Malcolm Jack.

Organisation charts for the House of Commons Service, and for each Department, are given in Appendix x.

The work of the House of Commons Service is overseen by the House of Commons Commission, chaired by the Speaker. The Commission is advised by the Administration Committee and by the Finance and Services Committee.

Governance Structure

The governance structure of the House of Commons administration from 01.01.08



Administration Estimate and Members Estimate

The House of Commons Service is funded from the House of Commons Administration Estimate, which is laid before the House by the House of Commons Commission. The financial plans summarised in this report relate to this Administration Estimate.

Services such as Members of Parliament's salaries and allowances, provision of IT equipment to Members, and training for Members and their staff, are funded from another Estimate, the House of Commons Members Estimate. Changes in Members services – ? such as the planned increase in IT support for constituency offices and in the delivery of Members Allowances – have implications for the House of Commons service and add to the costs to the Administration Estimate. This report, therefore, covers work to support Members Estimate services.

Strategy By Objectives

Primary objective 1: Supporting the Chamber and Committees

To provide the advice and services that enable the House and its committees to conduct their business effectively.

Support to the House and its committees is provided from many areas of the Commons Service. Legislative support is provided by the Public Bill Office and Private Bill Office, while the Journal Office compiles the daily Votes and Proceedings and the Official Report records the House's debates, which are distributed by the Vote Office. The Table Office processes questions and Early Day Motions, which are prepared for printing in-house and indexed by the Library. Research is provided by the Library and the Committee Office among others; the Serjeant at Arms is responsible for security of the Chamber and its precincts, and the Department of Facilities for maintenance of the Estate and the fabric of its buildings.

These are the directorates which primarily support the Chamber and the House's committees:

- Clerk Assistant's Directorate (DCCS)
- Committee Directorate (DCCS)
- Legislation Directorate (DCCS)
- Official Report Directorate (DCCS)

Clerk Assistant's Directorate (DCCS)

Directorate Head: Douglas Millar

The directorate provides a number of key functions to support the Chamber, including the Table Office and Journal Office, and ensuring the availability of papers required for the conduct of the House and its committees through the Vote Office.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Committee Directorate (DCCS)

Directorate Head: David Natzler

The directorate provides the secretariats for select committees, and for the Commission and domestic committees.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Legislation Directorate (DCCS)

Directorate Head: Robert Rogers

The directorate provides support to the House's consideration of legislation through the Public Bill Office and Private Bill Office, as well as recording Members participation in divisions.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Official Report Directorate (DCCS)

Directorate Head: Lorraine Sutherland

The directorate responsible for produces Hansard, the edited verbatim transcript of proceedings in the Chamber, Westminster Hall and public bill and other general committees, and transcribing some select committee meetings.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Regional Select and Grand Committees including admin and reporting (DCCS)	09/10 £k	10/11 £k	11/12 £k
Owner:	1,407	1,407	1,407
It is anticipated that the House will shortly decide whether to establish regional select and grand committees. The Committee Office stands ready to support these new committees if they are established.			
Target: ???			
KPI: Satisfaction of Mr Speaker, Leader of the House and Members			

E-petitions (including reporting) (DCCS)	09/10 £k	10/11 £k	11/12 £k
Owner:	500 (670, PICT)	1,000 (1,200 PICT)	2,000 (860 PICT)
Subject to decisions of the House, an estimate of the IT costs have been established based on the Procedure Committee's report. Further detail will only be available when the House has made its decision.			
Target: n/a			
KPI: n/a			

Implement findings of Committee Office review (DCCS)	09/10 £k	10/11 £k	11/12 £k
Owner:	160	???	???
Following the review of the Committee Office structure, its implementation will raise the quality of the House's scrutiny of the expenditure, administration and policy of government departments and public bodies.			
Target: ???			
KPI: ???			

Hansard Suite update (PICT)	09/10 £k	10/11 £k	11/12 £k
Owner:	250	200	0
Phases 2 and 3 of the Hansard Suite update in order to replace Microsoft			

Office 2003 applications.
Target: ???
KPI: ???

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:
[List key risks for objective]

Primary objective 2: Supporting Members and their staff

To provide the advice and services that enable individual Members (and their staff) to perform their parliamentary duties effectively.

At the beginning of 2008, there were 646 Members with a total of XXX staff on the payroll, as well as volunteers and interns located in Westminster or constituency offices. The Commons Service provides a broad range of services to them, ranging from assisting with the drafting of Private Members' Bills to catering services.

The following primarily support individual Members and their staff:

- Research and Information for Members Directorate (DIS)
- Operations Directorate (DR)
- Operations and Member Services Directorate (PICT)

Research and Information for Members Directorate (DIS)

Directorate Heads: Rob Clements and Bob Twigger

The directorate provides briefing, for example on Government policy and constituency matters to Members, as well as research papers, standard notes and debate packs.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Operations Directorate (DR)

Directorate Head: Terry Bird

The Directorate administers the system of Members pay and allowances, and provides HR and pension support to Members and their staff.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Operations and Member Services Directorate (PICT)

Directorate Head: Matthew Taylor

The Directorate is responsible for Member services, the Members' programme, as well as the PICT Service Desk, Service Engineers, Customer management, Desktop environment management and User IT Training which are relevant to all House Service IT users.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Member service improvements (PICT)	09/10 £k	10/11 £k	11/12 £k
Owner:	110	35	50
Improve the efficiency and effectiveness of Member service, in particular for those working in constituency offices through better remote access and changed local support arrangements (subject to agreement of the House), as well as improved PDA equipment for Members.			
Target:			
KPI:			

Electronic submission and review of claims (DR and PICT)	09/10 £k	10/11 £k	11/12 £k
Owner:	500	3,500	0
Making services more accessible and user friendly through increased e-delivery through upgrading Agresso (to version 5.5 or 6) and optimising the processing and reporting capacity of Agresso to increase operational efficiency and effectiveness.			
Target:			
KPI:			

Remodel Operations Directorate (DR)	09/10 £k	10/11 £k	11/12 £k
Owner:	70 (90 CR?)	0	0
The Operations Directorate will be remodelled through the development of a new business model for service delivery and a review of its key processes that are directly linked to the delivery of Members' services, streamlining and re-engineering its processes to improve efficiency and effectiveness.			
Target: ???			
KPI: ???			

Strengthen capacity of staff dealing with Members (DR)	09/10 £k	10/11 £k	11/12 £k
Owner:	60 (100 CR?)	60 (80 CR?)	60 (80 CR?)
The increase in capacity will enable higher quality advice and guidance to be provided to Members on pay and allowances, for example.			
Target: ???			
KPI: ???			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Primary objective 3: Public information

To promote public knowledge and understanding of the work and role of Parliament through the provision of information and access.

The Commons Service provides information about the Commons and its work, through the Parliamentary website, outreach and education about the Commons.

The following primarily support the promotion of public knowledge and understanding of Parliament

- Information Management Directorate (DIS)
- Media and Communications Service (DIS)
- Public Information Directorate (DIS)
- Broadcasting Unit (DCCS, part of the Committee Directorate)

Public Information Directorate (DIS)

Directorate Head: Aileen Walker

The directorate provides visitor assistance and directs outreach, and is also responsible for the education service and public information office.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Information Management Directorate (DIS)

Directorate Head: Edward Wood

The Directorate ... It includes the Curators Office responsible, among other things, for exhibitions.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Media and Communications Service (DIS)

Service Head: Liz Parratt

The Service is responsible for liaising with the media on the work of the House Service and select committees in particular.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Broadcasting Unit (DCCS, part of the Committee Directorate)

Unit Head: Tim Jeffes

The Unit is responsible for the visual and audio broadcasting of the proceedings of the Chamber and committees.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Install unattended webcams (DCCS and DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	703	367	
Implementation of stages 3 and 4 of the project to put unattended web cameras in committee rooms (subject to an evaluation of the project to date). DF responsible for enabling installation.			
Target: ???			
KPI: Installation to time and budget and reliable extension of House's webcam resources			

Replacement of Chamber cameras (DCCS)	09/10 £k	10/11 £k	11/12 £k
Owner:	882		
Chamber camera and robotic head replacement, using HD cameras, required to replace end-of-life equipment and deliver technical improvements			
Target: ???			

KPI: installation on time and on budget, reliable and improved definition

Update Portcullis House TV Infrastructure (DCCS)	09/10 £k	10/11 £k	11/12 £k
Owner:	0	0	1,294
Improvements to Portcullis House TV infrastructure including refurbishment of Control Rooms (2011/12).			
Target: ???			
KPI: ???			

Redevelop the Parliamentary bookshop (DCCS)	09/10 £k	10/11 £k	11/12 £k
Owner:	450	450	0
Redeveloping the Parliamentary Bookshop to maximise its future profitability and potential. A feasibility study is with DF and work is being undertaken to include the project in the future works programme. Split costs with the Lords (60:40); cost to Commons shown above.			
Target: ???			
KPI: to be determined after feasibility study.			

Outreach (DIS)	09/10 £k	10/11 £k	11/12 £k
Owner:	522	735	735
Option to expand outreach through regional education officers. Currently operating in two pilot regions with options to extend or discontinue. Split costs with the Lords (70:30); cost to Commons shown above.			
Target: ???			
KPI: ???			

Expansion of Education Service (DIS)	09/10 £k	10/11 £k	11/12 £k
Owner:	564	693	693
Options to expand the Education Service subject to considerations of volume and dependent on accommodation. Split costs with the Lords (70:30); cost to Commons shown above.			
Target: ???			
KPI: ???			

Development internet and intranet (DIS and PICT)	09/10 £k	10/11 £k	11/12 £k
Owner:	2250	2250	2250
As part of the original 5 year programme, further improvements to the intranet and internet will be made. Costs split with the Lords (75:25); cost to Commons shown above.			
Target: ???			
KPI: ???			

Saturday opening to the public (DIS)	09/10 £k	10/11 £k	11/12 £k
Owner:	?	?	?
Central Tours Office to provide services to allow Saturday opening of the Palace to tourists, which will also require additional Visitor Assistants. This idea was previously rejected by the Finance and Services Committee and is currently being developed through a business case which will consider different options. Costs split with the Lords (70:30)			
Target: ???			
KPI: ???			

Pro-active media service (DIS)	09/10 £k	10/11 £k	11/12 £k
Owner:	75	75	75
Add one member of staff to the Media and Communications Service.			
Target: ???			
KPI: ???			

School transport subsidy	09/10 £k	10/11 £k	11/12 £k
Owner:	1,120	1,120	1,120
The cost for schools travelling to the Palace will be subsidised by the Service. The scheme is currently being piloted. Costs split with the Lords (70:30); cost to Commons shown above.			
Target: ???			
KPI: ???			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Maybe merge some of these?

Supporting task I: Human resources

To provide a skilled and motivated workforce; giving recognition and reward for achievement and ensuring that all staff realise their full potential regardless of level or background; and promoting diversity.

The Commons Service is an Investors in People certified employer, and during 2009/10 will continued to seek improvements in its human resource (HR) management, such as investing in a new approach to corporate career and talent management and improve the existing Senior Management Development Programme.

The following provide significant contributions to this supporting task:

- Human Resources Management and Development Directorate (DR)
- Departmental service directorates across the House Service

Human Resources Management and Development Directorate (DR)

Directorate Head: Heather Bryson

The Directorate provides HR services and corporate learning to the House Service, as well as the Occupational Health, Safety and Welfare Service.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Remodelling of HR, finance and procurement (House-wide)	09/10 £k	10/11 £k	11/12 £k
Owner:	0	0	0
Implement and embed the new structures, funded by existing resources			
Target: ???			
KPI: ???			

New approach to corporate career and talent management (DR)	09/10 £k	10/11 £k	11/12 £k
Owner:	65 (70 CR?)	? (50 CR?)	? (50 CR?)
Initial costs are for planning and consultancy work, with yearly costs thereafter uncertain.			
Target: ???			
KPI: ???			

Replace SMDP	09/10 £k	10/11 £k	11/12 £k
Owner:	70	100	100
To determine a suitable replacement for the existing Senior Management Development Programme. Initial costs are for planning and consultancy work, yearly costs are for the provision of a new service. (already in the budget)			
Target: ???			
KPI: ???			

New Safety and Well-being Service	09/10 £k	10/11 £k	11/12 £k
Owner:	65	65	65
Establish a new corporate Safety and Well-being Service, requiring an increase in staff resources to deliver it.			
Owner:	Target: ???		
KPI: ???			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Supporting task II: Accommodation, security and catering

To provide a healthy, safe and secure physical environment in which the business of the House can be effectively conducted; this includes accommodation, office services, catering and security.

The Commons Service provides a wide range of essential functions that allow the effective conduct of the business of the House. Maintaining a secure Parliamentary Estate, providing suitable accommodation and offering catering services, from vending machines to banqueting facilities, all help the House to function. In particular, the objective requires strategic decisions on the use of accommodation.

The following provide significant contributions to the meeting the accommodation, security and catering needs of the House:

- Serjeant at Arms Directorate (DCCS)
- Catering and Retail Services (DF)
- Accommodation Services Directorate (DF)

Serjeant at Arms Directorate (DCCS)

Directorate Head: Jill Pay

The Directorate provides security for the Estate, including the doorkeepers for the Chamber.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Catering and Retail Services (DF)

Service Head: Sue Harrison

The Service is responsible for catering facilities throughout the Estate as well as the gift shops;

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Accommodation Services Directorate (DF)

Directorate Head: James Robertson

The Directorate is responsible for office services including cleaning and office allocation (in coordination with the Whips).

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Replace road barriers (DCCS and DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	2,216	0	0
Replace the Corus barriers as part of phase 2. Costs split with the Lords (60:40); cost to Commons shown above.			
Target: ???			
KPI: ???			

14 Tothill St (DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	2,000		
Implement phase 2 for use as decant accommodation for the Commons. Split between HoL and HoC undefined.			
Target: 2010			
KPI: ???			

Vehicle Offsite Consolidation Centre ???	09/10 £k	10/11 £k	11/12 £k
Owner:			
Target: ???			

KPI: ???

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Supporting task III: Planning and management

To plan and manage all of the House’s resources to a high standard, achieving value for money and matching current public service standards including in the areas of risk and change management and environmental protection.

As a publicly funded organisation, the Commons Service has a responsibility to ensure that its expenditure is wellmanaged and effective. This requires a high standard of financial planning, as well as an open, effective and accountable management of risk and change to ensure that the goals are met, in particular Value for Money and service excellence.

The Clerk of the House is Chief Executive of the Commons Service, accounting officer and corporate officer, and is responsible for ensuring proper stewardship of resources and for establishing an appropriate system of internal controls through a system of delegations.

The Commons Service also has a wider social responsibility to minimise its environmental impact.

The following provide significant contributions to the planning and management of the House Service:

- Financial Management Directorate (DR)
- Office of the Chief Executive

Financial Management Directorate (DR)

Directorate Head: Chris Ridley

The Directorate provides accountancy and financial planning and budgeting for the House Service, and procurement.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Office of the Chief Executive

Office Head: Philippa Helme

The Office supports the Clerk of the House in his roles as Chief Executive, Accounting Officer and Corporate Officer, and provides assurance to him on matters such as risk management and internal audit. It also supports the Management Board, and coordinates strategic planning, performance management and communications.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs:

Effective support for the Chief Executive and Management Board, and subsidiary management groups, to the satisfaction of Management Board members
Implementation of new corporate performance management and risk reporting system.

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Contingency planning and relocation work (DCCS)	09/10	10/11	11/12
Owner:	165	165	150
Procuring consultancy work for contingency planning and relocation exercises.			
Target: ???			
KPI: ???			

Reduce CO2 emissions	09/10 £k	10/11 £k	11/12 £k
Owner:	?	?	?
Reduce carbon emissions by 12.5% by 2011			
Target: 12.5% (compared to 99/00)			
KPI: ???			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Supporting task IV: Maintaining the heritage

To maintain the heritage and integrity of the Palace of Westminster and other buildings, objects and documents for the benefit of future generations.

[text to follow]

[to include differentiation between capital and resource projects]

The following provide significant contributions to this supporting task:

- Parliamentary Estates Directorate (DF)
- Curator of Works of Art's office, Information Management Directorate (DIS)

Parliamentary Estates Directorate (DF)

Directorate Head: Mel Barlex

The Directorate is responsible for maintaining the Estate

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

?Information Management Directorate (DIS) [also under objective 3]

Directorate Head: Edward Wood

The work of the Directorate includes the Curator of Works of Art's office

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

Fire and safety upgrade (DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	30 (660 CR?)	732 (3,600 CR?)	732 (3,000 CR)
Upgrade (?) Automatic Fire Detection system and improve fire compartmentation.			
KPI: ???			

Cast iron roofs (DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	1,109	1,188	0
Replacement of cast iron roofs including Speaker's Court iron roof refurbishment. Costs split with the Lords (60:40)???.; cost to Commons shown above.			
Target: ???			
KPI: ???			

Mechanical and Electrical modernisation (short-term) (DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	773	30	30
Short-term repairs to the mechanical and electrical systems. Costs split with the Lords (60:40); cost to Commons shown above.			
Target: ???			
KPI: ???			

Mechanical and Electrical modernisation (other) (DF)	09/10 £k	10/11 £k	11/12 £k
Owner:	4,230	5,076	11,345
Repairs to the mechanical and electric systems, including basement plant room works. Costs split with the Lords (60:40)???.; cost to Commons shown above.			
Target: ???			
KPI: ???			

Other major projects	09/10 £k	10/11 £k	11/12 £k
Owner:	1,747	10,925	13,217
To be specified (figures from Chris Ridley)			
Target: ???			
KPI: ???			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Supporting task V: Information management

To ensure that information is well-managed in pursuit of the primary objectives, by exploiting technology effectively.

Information Management, in particular using electronic storage, is of considerable importance to the Commons Service.

The following provide significant contributions to information management:

- Technology Directorate (PICT)
- Programmes and Projects Directorate (PICT)
- SPIRE programme (DIS)
- Parliamentary Archives (Joint Service)

Technology Directorate (PICT)

Directorate Head: Innis Montgomery

The Directorate anticipates and plans future IT demands to best support Members and the House Service.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Programmes and Projects Directorate (PICT)

Directorate Head: Richard Ware

The Directorate is responsible for the planning and delivery of the PICT programme and projects.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

SPIRE programme (DIS)

Programme Head: Helen Woods

The programme will create a single document management system for the House Service.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Parliamentary Archives (Joint Service)

Directorate Head: ???

The Directorate provides a shared records management and archives service to the administrations of the House of Commons and the House of Lords.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

IT infrastructure	09/10 £k	10/11 £k	11/12 £k
Owner:	2,270 (4,866 CR?)	1,497 (2,454 CR?)	37 (193 CR?)
Replacement of core services, old servers and software with modern and resilient servers and software including remote data centre. Costs split with the Lords (80:20); cost to Commons shown above. Cost savings will be achieved of: 2009/10, £900k; 2010/11, £500k; 2011/12, £200k.			
Target: ???			
KPI: ???			

Digital Preservation Implementation	09/10 £k	10/11 £k	11/12 £k
Owner:	80	320	605
Begin the implementation of the strategy and road map. (Split?)			
Target: ???			

KPI: ???

ICT Research and Development (PICT)	09/10 £k	10/11 £k	11/12 £k
Owner:	800	800	800
Running prototypes, assessing new technologies and examining Service Orientated Architecture. Costs split with the Lords (80:20); cost to Commons shown above.			
Target: ???			
KPI: ???			

SPIRE (DIS and PICT)	09/10 £k	10/11 £k	11/12 £k
Owner:	1,120	1,480	2,880
Development of a single document management system for the House Service. Costs split with the Lords (80:20); cost to Commons shown above.			
Target: ???			
KPI: ???			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Supporting task VI: Working with others

To maintain a good working relationship with the House of Lords, particularly in the provision of shared services; share information and best practice with other parliaments and assemblies, and co-operate with other organisations that can assist the House Service in its work.

The Commons Service works closely with its Lords counterpart, for example in the provision of shared services such as the recently established PICT joint department.

The following provide significant contributions to the House Service's relations with the Lords Service and others:

[Overseas Office] Clerk Assistant's Directorate

Directorate Head: Douglas Millar

In regard to this area, the Overseas Office which support engagement with other Parliaments and organises the provision of staff to plenary meetings of international bodies such as the Parliamentary Assembly of NATO.

Costs	08/09 £k	09/10 £k	10/11 £k	11/12 £k

KPIs: ???

Improving what we do and anticipating future challenges

In order to further improve the services we deliver, the following initiatives will be taken:

NATO PA Conference	09/10 £k	10/11 £k	11/12 £k
Owner:	850	0	0
The Commons is hosting the NATO PA Annual Session in Edinburgh in November 2009.			
Target: November 2009			
KPI: Delivery on time and to budget, and to satisfaction of delegates			

Speaker's Conference	09/10 £k	10/11 £k	11/12 £k
Owner:	343	343	343
A Speaker's Conference on electoral law will be established			
Target:			
KPI:			

Total cost for objective	09/10 £k	10/11 £k	11/12 £k

Risks:

[List key risks for objective]

Finance section

[is it possible to include charts by Primary Objective]

[Short guide to resource accounts here]

Risk Management

[put something here following discussion with MB]



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