

Management Board
Estate Strategy Development

Paper from Director General of Facilities

Purpose

1. The purpose of this paper is to update the Board on the work underway to produce an Estate Strategy for Parliament and to present a number of strategic level issues which require resolution at Board level.

Action for the Board

2. The Management Board is requested to address the questions set out in Annex A.

Background

3. A Parliamentary Estate Strategy was issued in 2006, which resulted in a number of workstreams that have shaped the development of the Parliamentary Estate Directorate. This work is now being taken forward through the Directorate's Organisational Development Programme.
4. More recently, PED Workstream 1/08 initiated the development of a comprehensive Estate Strategy that would provide a firm foundation for the 25 year works programme needed to support the corporate objectives of both Houses. In practice, the development of the strategy depends on a range of interrelated assumptions concerning the long term nature of the Parliamentary institution itself. Uncertainties surround the number of people to be accommodated on the site; the resources available; the standard of facilities to be provided; and the ways of working that might be adopted by Members, their staff, and House staff. Unless the strategy is to be one of complete flexibility (which would not really be a strategy at all) it cannot be finalised until these uncertainties have been resolved.

Way Ahead

5. A considerable amount of work has been done to enable an Estate Strategy to be written, and a strawman paper was presented to the PEB this summer. This has developed now into a substantial, challenging, document that identifies a number of decision drivers, makes a number of strategic level assumptions that need to be validated, and raises a number of strategic level questions. This documents paints a vivid picture of the issues that confront us, but the uncertainties it reveals mean that it cannot yet be regarded as a Strategy.
6. The PEB is pleased that this work is being done, and agrees with the direction it is taking. At its meeting on 2 Oct the PEB asked the author to produce a further

draft, using his best judgement to accommodate the various comments he had received. While completing this draft he will compile a table detailing all of the assumptions that it contains and the questions that it poses, and suggesting how best these assumptions and questions can be addressed. An initial summary of such issues has been distilled into the Annex to this paper. Central to our Estate Strategy must be a planning assumption concerning the refurbishment or modernisation of Palace of Westminster: itself the subject of a related Board paper.

7. It would be very helpful to have the Board's feedback on the issues listed in the Annex in order to inform the development of the Estate Strategy. Feedback will inform the next draft of the paper, which will be considered again by PEB in November. I would like to bring a finished document to the Board in December, and then to Member Committees in January; but the extent to which the document can be regarded as a completed Strategy will depend on the extent to which the uncertainties have been resolved.
8. The Board may find that they can give only a first stage response at this stage to what are major strategic policy questions for Parliament, and may wish to consider what is the best approach for achieving consensus on these matters, first among staff and then with Members.

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Annex A: Key questions.

Item	Question	Implications
1	What number of people are to be accommodated by the estate over the next, say, 25 years? How will this vary over the time period?	<p>This is fundamental to the capacity of the estate and indicative of the nature and scale of facilities to be provided. An estimate of the numbers of people to be accommodated by type will enable the estate to be scaled accordingly:</p> <ul style="list-style-type: none"> • Members • Members' staff • 3rd Party Organisations (e.g. IPU, Press) • House Staff • House contractors/ service providers • Visitors by purpose: <ul style="list-style-type: none"> ○ Business of the House (e.g. committees) ○ Members' business ○ Entertainment ○ Outreach & education ○ Cultural/tourist
2	What standards of accommodation, quality, key accommodation characteristics and related facilities are to be provided to each category of users?	<p>For example:</p> <ul style="list-style-type: none"> • What space allocations (e.g. m²) are applicable for different resident personnel? • How reconfigurable should space be to accommodate, say, varying numbers of Members' staff or party groupings? • What number of committee rooms (for what quantity of people) are required? • What library, education, exhibition, catering, retail, or other particular facilities are required? • What acoustic, temperature management, technology (video, data, telephony) and lighting needs must be met?
3	What activities and pattern of use of the estate is anticipated for each type of estate user?	<p>For example:</p> <ul style="list-style-type: none"> • Will Members and their staff increasingly use estate facilities during recess (as has been the trend)? • What numbers of committees are to be supported? • Is scheduling of committees more evenly through the week and/or year possible to reduce peak demand? • Are cultural/tourist facilities to be available 7 days/week?
4	Are the working practices of Members, their staff, staff of the Houses etc. expected to change?	<p>For example:</p> <ul style="list-style-type: none"> • Are technologies to be deployed to reduce the requirement for Members, their staff or staff of the House to be physically present in Westminster? • Is access to estate facilities to be made more dynamic (e.g. through 'hot'-desking, 'hotelling' etc.)? • Are visitor numbers to be managed within specific limits? • Are entitlements to be revised to limit demand on facilities?
5	How important is the presentation of the estate	<p>For example:</p> <ul style="list-style-type: none"> • Conserving/ presenting the estate to UNESCO/

	to national or international prestige?	<p>English Heritage standards?</p> <ul style="list-style-type: none"> • Providing a modern, professional-standard, technology-rich, working environment? • Providing accessible, high quality exhibition, retail and other visitor facilities and programmes?
6	To what extent can funding for multi-year estate developments be confirmed?	Estate projects inherently have multi-year timeframes, more fundamental projects typically having longer timelines. For efficient planning, procurement and implementation reasonable assurance that funding is available for the duration of the project is required. 'Start-stop' funding is likely to realise limited, fragmented and/or inefficient change. Whatever the funding stream plans will need to be aligned to any potential variability.
7	To what extent is absolute cost/ affordability a constraint on meeting aspirations for the estate?	The political climate or national economic circumstances may imply a limit to an acceptable overall cost of Parliament. If there are constraints on estate funding limits may need to be placed on the capacity of the estate, estate facilities or their quality in order to avoid deteriorating conditions or lack of renewal.
8	What are the operational resilience/ business continuity requirements to be met by the estate? Are there differing standards for different functions/ groups?	The acceptability of operational/ business continuity risk influences the nature of estate systems and facilities and consequent costs. An understanding of the resilience and continuity necessities is needed to ensure appropriate specification and costs of mitigation. For example are similar levels of operational resilience required for the Chamber, committee accommodation and catering?
9	To what extent must sustainability/ environmental performance objectives be met?	Anything more than limited, incremental improvements to the estates' environmental performance will require fundamental re-fit or rebuilding of estate properties. To what extent are these fundamental changes demanded?
10	To what extent is additional decant space to be made available?	Decant space, derived from expansion of the estate or reduction of occupation is necessary to enable efficient and effective project implementation, step-change in estate accommodation, facilities, quality, environmental performance and maintenance regime.