

## Management Board

### The new strategy – next steps

*A paper by the Head of the Office of the Chief Executive*

#### 1. Purpose

- 1.1 The purpose of this paper is to clarify the next steps in the development and communication of the strategy for 2010-15.

#### 2. Actions for the Board

- 2.1 The Board is invited to consider the proposals set out below and agree a response to the questions posed.

#### 3. Strategy and Outline Plan

- 3.1 The strategy for the new Parliament has been discussed by correspondence. The latest version is attached at Annex A.
- 3.2 The latest version of the tables which form the draft high-level plan to deliver the strategic objectives is attached at Annex B.

#### 4. Engagement with the Commission

- 4.1 The Commission is expected to meet next on 7 June, with the deadline for papers shortly after the Management Board meets. It is proposed to present the strategy to the Commission at this meeting, notwithstanding the fact that its membership may not be complete, and to propose a further informal discussion meeting between the Commission and the Board. A draft paper to the Commission – covering Alex Jablonowski's review and the Future Strategy Group report as well as the strategy – will be circulated separately for Board members' comments. **Is the Board content with this approach and with the draft paper?**
- 4.2 **The Board may wish to discuss how the Commission's meeting should be handled, and who should attend.**

#### 5. Engagement with senior managers

- 5.1 A meeting with the senior leadership group has been arranged for Friday 25 June. Assuming a positive response from the Commission, it is envisaged that the Board will share its strategy with the group and invite it to participate in developing the plan for delivering the strategy's objectives. The Savings Programme team also propose to use the occasion to engage senior

managers in that programme. A draft programme will be circulated for comments nearer the time. **Does the Board have any particular views at this stage on the format and handling of the senior leadership meeting?**

## 6. Communication to staff

- 6.1 The next phase will be to communicate the strategy to staff, and consult them on the five-year plan. It is envisaged that the strategy will be communicated to managers in writing as soon as possible, to demonstrate clarity of direction and to ensure that planning takes account of the new objectives. The Board may wish to hold some large meetings before the Summer with all staff to communicate the strategy. In the Autumn, it is proposed that there will be a series of small focus groups consulting staff at different levels on the five-year plan underpinning the strategy, and perhaps on the emerging business plan for 2011-12 and the savings programme. As agreed at the April Board, this will form the first part of the rolling process of liP reaccreditation. **Are these proposals for staff engagement acceptable?**

## 7. Trade Union engagement

- 7.1 The Board should also consider how best to engage with the Trade Union side. It would be desirable for Board members to engage directly with the Unions, rather than leaving this to HRM&D and the Savings Programme team. In the first instance, it is proposed that a Board member should attend the monthly HR/TUS meeting to explain the Board's strategic thinking. **Is the Board content with this approach to engagement with the Unions?**

## 8. Planning timetable

- 8.1 A draft timetable for the roll-out of the strategy and the planning process which will follow is attached at Annex C. **Is this acceptable to the Board?**

**Philippa Helme**

**21 May 2010**

## Annex A

# THE NEW PARLIAMENT

## STRATEGY FOR THE HOUSE OF COMMONS SERVICE 2010-15

### Our aim

Our aim is that by 2015:

- 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 as a model of good practice, innovation and 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 earned 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 modern, efficient and responsive. 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.

### Our strategy

To achieve this aim:

1. We will work at every level to earn **respect** for the House of Commons by:
  - having an open and transparent way of doing business
  - encouraging public participation in parliamentary business, including the work of select committees and public bill committees; through a system of e-petitions; our outreach and education services, and making the House more welcoming to the public.
  - having clear and accepted standards of behaviour for Members and for staff, and taking action against breaches of these standards
  - engaging proactively with the media to ensure that House matters are fully and accurately reported
2. We will make the House of Commons more **effective** by:

- supporting the House in implementing reforms to the way in which the government is held to account and in strengthening the scrutiny of legislation
  - developing new ways to represent the diverse views of the electorate
  - influencing decisions on constitutional reform, and being ready to respond to the outcomes.
3. We will make the House Administration more **efficient** by:
- cutting our costs – our first commitment is to reduce our costs by 9% by 2012/13 – and making sure that the public money we spend achieves demonstrably good value
  - working towards a green, sustainable Parliament, ensuring that we are on track to meet our agreed long-term targets for reductions in carbon emissions, water consumption and waste generation, and increases in recycling
  - doing the work required to enable decisions to be taken on the long-term future of the Palace of Westminster
  - making Parliament a leader in the use of IT, exploiting the potential of online services and reducing the volume of printing
  - speeding up administrative decision-making, simplifying our processes and developing effective relationships between staff, unions and management
4. We will ensure that Members, staff and the public are well-**informed** by:
- giving Members the support and access to the information they require to be effective in their role
  - making sure that staff have the skills and capability needed to play their part in helping the House innovate and develop for the future, and to deliver excellent service through high quality people development and unified leadership
  - giving the public the information needed to understand and appreciate the work of the House and its Members, by continuing to develop our information, education and outreach services and opening the new Education Centre at Westminster

Strategic priority	Objective	Key players	Actions / projects	Risks
Earn respect	Members and staff behaving with honesty, probity and high ethical standards	<ul style="list-style-type: none"> <li>• HRMD (staff)</li> <li>• Parliamentary Commissioner for Standards (Members)</li> <li>• Register of Members' Interests</li> </ul>	<ul style="list-style-type: none"> <li>• July 2010: standards regime in place</li> <li>• March 2011: invite House to agree recall system for Members</li> </ul>	Tolerating behaviours that work against these things – sack those who abuse the rules.
	Being open	<ul style="list-style-type: none"> <li>• Media Team (DCCS/DIS)</li> <li>• FoI (DR)</li> <li>• Internal Communications team (OCE)</li> </ul>	<ul style="list-style-type: none"> <li>• July 2010: proactive media strategy agreed by Commission</li> <li>• 2010/11: review the external approaches to the House in partnership with other authorities, with a view to making the House more welcoming and accessible to visitors</li> <li>• 2011/12: full compliance with data.gov standards for openness</li> </ul>	
	Encouraging participation	<ul style="list-style-type: none"> <li>• Outreach team</li> <li>• Education team</li> </ul>	<ul style="list-style-type: none"> <li>• March 2011: launch of first of annual set of public engagement campaigns</li> <li>• 2011/12: e-petitions system in place</li> <li>• 2014/15: celebrate 750 years of Parliament and 800 years since Magna Carta</li> </ul>	

Strategic priority	Objective	Key players	Actions / projects	Risks
Be effective	Holding the government to account	<ul style="list-style-type: none"> <li>• Select Committees</li> </ul>	<ul style="list-style-type: none"> <li>• July 2010: invite Liaison Committee to agree to approach to be taken by Select Committees to holding the government to account</li> </ul>	The reality of the political environment (e.g. government interference)
	Scrutiny of legislation	<ul style="list-style-type: none"> <li>• Legislation Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• July 2010: invite House to agree approach to scrutiny of legislation (based on Wright Committee recommendations).</li> </ul>	
	Representation	<ul style="list-style-type: none"> <li>• Outreach team</li> </ul>	<ul style="list-style-type: none"> <li>• July 2010: invite House to launch inquiry into representation (follow up from Speaker’s Conference) and “agenda initiative” (follow up from Wright Committee recommendations).</li> </ul>	

Strategic priority	Objective	Key players	Actions / projects	Risks
Be efficient	Creating a culture of value for money	<ul style="list-style-type: none"> <li>• Department of Facilities</li> <li>• Financial Management Directorate</li> <li>• Commercial Services Directorate</li> <li>• Internal Audit</li> <li>• Administration Audit Committee</li> <li>• Serjeant-at-Arms Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• 2011/12: Parliamentary Investment Approval Board established, ensuring accurate judgement of priorities across both Houses.</li> <li>• 2011/12: facilities transformation completed</li> <li>• 2011/12: establish a more positive industrial relations climate, reducing the number of formal disputes whilst accelerating the scope and pace of change</li> <li>• 2012/13: deliver savings of £21 million</li> <li>• ? : Capability Programme to have established employment terms &amp; conditions appropriate for all staff</li> </ul>	Member opposition to removal of gold-plated services used by few Members; over complex processes and slow, bureaucratic decision-making; Member support for staff
	Deliver a green, sustainable Parliament	<ul style="list-style-type: none"> <li>• Parliamentary Estates Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• 2010/11: Speaker’s Court cast iron roofs project complete</li> <li>• 2012/13: concrete proposals for future of the Palace delivered</li> <li>• 2012/13: medium-term fire safety improvements complete; long-term plans defined</li> <li>• 2013/14: medium-term mechanical &amp; electrical modernisation complete;</li> <li>• 2013/14: benefits delivered from implementation of electronic document and records management system</li> <li>• 2014/15: conservation works, including encaustic tiles replacement; Westminster Hall internal stonework; and cloister stonework complete</li> </ul>	Member support for staff opposition to savings and business improvements  Business continuity processes are not sufficiently well-developed.

	<p>Deliver IT enabled digital Parliament</p>	<ul style="list-style-type: none"> <li>• All House Departments / PICT</li> </ul>	<ul style="list-style-type: none"> <li>• 2014/15: meet newly-established environmental targets</li> <li>• 2011/12: IT enhancement of procedural services complete</li> <li>• 2012/13: IT development of resources, facilities and information management applications complete</li> <li>• 2013/14: IT network upgrade complete</li> <li>• 2013/14: benefits delivered from implementation of electronic document and records management system</li> <li>• 2014/15: complete transition to IT-enabled Parliament</li> </ul>	
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Strategic priority	Objective	Key players	Actions / projects	Risks
Be well-informed	Support all Members in being well-informed as they go about their parliamentary duties	<ul style="list-style-type: none"> <li>• Research &amp; Information Services (DIS)</li> <li>• Information Management Directorate (DIS)</li> <li>• Committee Office</li> <li>• Members' Centre</li> <li>• Vote Office</li> </ul>	<ul style="list-style-type: none"> <li>• 2011/12: 75% of Members regular users of Library service</li> </ul>	Misinformation from other sources about our democracy and how it works
	Give all citizens the information that enables them to understand and appreciate the work of the House and its Members	<ul style="list-style-type: none"> <li>• Outreach team</li> <li>• Education team</li> <li>• Hansard</li> <li>• Broadcasting Unit</li> <li>• Information Office</li> <li>• Visitor Services</li> </ul>	<ul style="list-style-type: none"> <li>• 2011/12: new approach to broadcasting in place</li> <li>• 2013/14: education centre open</li> </ul>	
	Improve the capability of the workforce supporting the House through investment in training and development that maximises the knowledge and contribution of all staff and encourages innovation	<ul style="list-style-type: none"> <li>• HRMD</li> <li>• Corporate Learning &amp; Development</li> <li>• Internal Communications team (OCE)</li> </ul>	<ul style="list-style-type: none"> <li>• March 2011: staff capability programme in place designed to develop existing talent, bring in new talent and outsource activities where talent lies elsewhere. Key areas for development are professional services especially finance and programme management</li> <li>• 2011/12: delivery of benefits from single equality scheme.</li> </ul>	

**Annex C**

<b>Date</b>	<b>Milestone</b>
May 26	Discussion with the Speaker MB to finalise submission to Commission
June 7 tbc 25	Meeting of Commission Workshop with new Commission Meeting with Senior Leadership Group
July tbc	All staff meetings to communicate strategy Development of 5 year plan and priorities for 2011-12 and 2012-13 Development of investment programmes / submission of outline business cases
August	
September	Assessment of financial bids in tandem with House of Lords Development of 2011/12 Corporate Business Plan and financial plans for 2011/12 and 2012/13
October	Agreement of draft CBP by Management Board All staff meetings on strategy Focus groups on business plans
November	Presentation of draft strategy and financial plans to Finance & Services Committee
December	Agreement of draft strategy and 2011/12 Estimate and draft Corporate Business Plan by Commission
January 2011	[Allowance for slippage]
February	
March	Complete 2011/12 Corporate Business Plan Develop departmental business plans