



## House of Lords corporate priorities for 2020/21

**Deliver excellent services**

<b>Priorities for 2020/21</b>	<b>Lead business owner</b>	<b>Milestones and success factors*</b>
<b><i>Keep the House and Committees working safely and accessibly, in the face of challenges arising from the COVID-19 pandemic.</i></b>	Parliamentary Services  Accountable Board member: Clerk Assistant	Plan for and respond quickly to changes in context, particularly scenarios such as a second pandemic wave, to ensure that the House and Committees can continue to meet and Members can continue to participate effectively in the work of the House (and redirecting resources as required).  Install permanent hub facilities to provide resilient, cost-effective and sustainable support for virtual and hybrid sittings of the House and Grand Committee in the long-term, to replace the temporary facilities installed in April 2020 by October 2020.  Fit out Committee rooms to support hybrid proceedings: 4A by end of Sep 2020; 3 by end of Oct 2020; 8 by end of Nov; 15 by end of Jan; 16 by end of Feb.
<b><i>Continue to support the House’s planning for possible changes in the level and format of parliamentary activity following the UK’s departure from the EU.</i></b>	Parliamentary Services  Accountable Board member: Clerk Assistant	Planning by Parliamentary Services Group – October 2020.  Implement any further changes to post-Brexit committee structures to deliver effective ongoing scrutiny of UK-EU relations, EU laws and treaties, as agreed by the House.

\*In this extraordinary year, these milestones and success factors must be read flexibly: they may need to change in the light of changing circumstances.

**Deliver excellent services**

<p><b><i>Use public money wisely, including careful and flexible management of our resources in order to support changes in the way key services are delivered</i></b></p>	<p>Finance Department  Accountable Board member: Finance Director</p>	<p>Ongoing.</p>
<p><b><i>Implement the new House of Lords communications and engagement strategy to enhance the reputation and demonstrate the impact of the House of Lords</i></b></p>	<p>Communications  Accountable Board member: Director of Corporate Services</p>	<p>Learn with the Lords online engagement sessions to launch in September, as part of the House of Lords Engagement Programme aimed at engaging with schools and sixth-form colleges about the role and membership of the House of Lords.</p> <p>Launch new HoL podcast in October 20 Carry out next wave of public omnibus polling Oct 20 Publish first HoL impact report by Jan 21.</p>

**Work together**

<p><b><i>Throughout our response to COVID-19, support the health, safety and wellbeing of all staff whether they are working on the Parliamentary Estate or at home.</i></b></p>	<p>Facilities; Human Resources</p> <p>Accountable Board members: Directors of Facilities and Human Resources</p>	<p>Ongoing work to ensure the House of Lords provides a COVID-secure workplace for staff working on the Estate, in line with risk assessments by the Parliamentary Safety Team, and regular communication to promote safe working practices and ensure clarity of advice.</p> <p>Ongoing work to ensure that staff working from home are able to do so safely, for example by helping to put in place necessary adjustments determined by DSE assessments.</p> <p>Effectively supporting the wellbeing of all staff, including providing opportunities to provide feedback through regular wellbeing surveys and to ask questions at town hall meetings; providing guidance and signposting support available (e.g. through the PHWS, EAP, and external resources); and additional support to enable leaders to lead through challenging times.</p>
<p><b><i>Develop an Administration-wide policy on consistent service standards.</i></b></p>	<p>Business Improvement and Change team</p> <p>Accountable Board member: Clerk Assistant</p>	<p>The MB agreed a draft statement of service standards in April 2020. Business-as-usual service standards in line with this will be developed in parallel with our return to normal, hence the horizon for this work is to be determined. Our present focus is on articulating service standards for the remainder of 2020-21, so that expectations between members and staff are reflective of the new ways in which we are working as a result of the pandemic.</p>

**Embrace diversity and improve our culture**

<p><b><i>In response to culture survey work and the Ellenbogen report, deliver improvements in four areas: engaging inclusively, breaking down barriers, clearer career choices, and working with Members</i></b></p>	<p>Business Improvement and Change team</p> <p>Accountable Board member: Director of Corporate Services, Clerk Assistant, and HR Director</p>	<p>TBC. Each workstream is already underway, with prioritisation informed by a poll of staff about which is most urgent. These areas of work have been affected by COVID-19, and the schedule has been amended as follows:</p> <p>Clearer career choices – information about the existing career development routes to be shared with colleagues in October 2020. Work to review and consult on existing policies to be delivered before end of 2020-21.</p> <p>For the ‘engaging inclusively’ and ‘breaking down barriers’ workstreams, main deliverables will fall in 2021/22; interim measures have included addressing non-desk-based staff engagement, and improving information sharing.</p> <p>Working with members - the Board has agreed to a new framework for service restrictions, including to members of both Houses, subject to agreement by the Commission this will be implemented later in 2020.</p>
<p><b><i>Support the work of the Steering Group for Change</i></b></p>	<p>Business Improvement and Change team</p> <p>Accountable Board member: Clerk Assistant</p>	<p>The Steering Group reports that it receives effective support.</p> <p>Review of response to and implementation of Ellenbogen recommendations to be delivered by end of Q1 2021.</p>
<p><b><i>Continue to operate and develop the Independent Complaints and Grievances Scheme (ICGS)</i></b></p>	<p>ICGS team</p> <p>Accountable Board member: Clerk Assistant</p>	<p>Review of the scheme to begin in autumn 2020.</p> <p>Procurement of investigation providers to conclude autumn 2020.</p>

Embrace diversity and improve our culture

<p><b>Implement relevant actions set out in the Administration's Focus on Inclusion plan</b></p>	<p>Inclusion and Diversity team</p> <p>Accountable Board member: Director Human Resources</p>	<p>The strategy, which aims to create an inclusive workplace which embraces and values difference, identifies four workstreams – people, performance, profile, and place. Actions for 2020/21 include:</p> <p><i>People</i> Extend the 'press pause' initiative until April 2021, including recruitment for HL7 roles which are advertised externally.</p> <p><i>Performance</i> Deliver roadshows at office meetings to engage colleagues on the recently published Gender Identity in Parliament Guidance by September 2020 and complete the review of our Equality Analysis process within Parliament.</p> <p><i>Profile</i> Continue to amplify the voices and perspectives of our colleagues via inclusion-related communications campaigns and initiatives such as our 'Inclusion spotlights' – recent spotlights have taken a particular focus on how teams and individuals are putting inclusion at the centre of how they are adapting to COVID-19 (ongoing).</p> <p><i>Place</i> Advise and where possible assist on projects seeking to improve accessibility and future proof our workspaces, including through the work of the Inclusion and Access Steering Group (ongoing), and by conducting an audit of Committee and meeting rooms on the Lords estate to determine proposals for improvements [timeline subject to when safe access to the Estate is possible].</p>
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**Embrace diversity and improve our culture**

<p><b><i>Combat racism and racial inequality within Parliament</i></b></p>	<p>Inclusion and Diversity team; Learning and Organisational Development team</p> <p>Accountable: House of Lords Management Board</p>	<p>Dedicate time to and support conversations about race and the lived experiences of colleagues working for the Administration including at team and office meetings; the Senior Leadership Forum; and the Management Board.</p> <p>Undertake a review of the function, process and procedures of pass checking across the Estate, and take action to eliminate the potential for conscious and unconscious bias in pass checking. Review group mobilised prior to summer 2020 recess; phase 1 to be completed by end of August 2020; phase 2 tbc.</p> <p>Develop and deliver a Leadership Development Programme to invest in current and future senior leaders, with a view to increasing leadership capability, shaping organisational culture, and improving the level of diversity across our leadership group over time. Details to be communicated by end of Q3, and Programme to commence in Q4.</p>
<p><b><i>Throughout our response to COVID-19, maintain an open dialogue with staff to ensure the ways in which we are adapting our ways of working and delivering objectives are inclusive</i></b></p>	<p>Human Resources</p> <p>Accountable Board member: Human Resources Director</p>	<p>Ongoing. Actions include:</p> <p>Delivering training on accessibility features in Teams following its rapid roll-out to enable remote working, supported by ‘inclusive meeting’ guidance.</p>

<p><b>Support Members’ changing requirements to support their Parliamentary work, and adapt key services so they can continue to be delivered safely and effectively</b></p>	<p>Business Improvement and Change team</p> <p>Accountable Board member: Director of Corporate Services</p>	<p>Positive Member feedback about support for Parliamentary work, particularly relating to adaptations to services as a result of COVID-19.</p> <p>Drawing upon the feedback from members and the findings of quantitative research undertaken earlier in 2020, develop improvements to our service offering. Quick wins from action plan to be identified and implemented by December. January 2021 – reassess items shelved after changes due to the pandemic. March 2021 – publish “you said, we did” for members.</p>
<p><b>Evaluate and build on the positive elements of the changes that we have made at pace in response to COVID-19</b></p>	<p>Business Improvement and Change team</p> <p>Accountable Board member: Director of Corporate Services</p>	<p>Work to research, collect and analyse data on the new ways we’ve been working since the COVID-19 outbreak began, to be completed by the end of Q3. The results will inform the development of an action plan, delivery timeline will be subject to the findings of the research phase.</p>
<p><b>Start the transformation of Parliamentary digital services, through the Transforming Digital Programme, and continue delivery of key digital programmes and projects</b></p>	<p>Parliamentary Digital Service</p> <p>Accountable Board member: Chief Information Officer and Managing Director, PDS</p>	<p>Transforming Digital is a new multi-year programme. Key milestones for 2020/21:</p> <ul style="list-style-type: none"> <li>- Transforming Digital outline programme case to be delivered by autumn 2020</li> <li>- Develop recommendations for the implementation of a digital operating model for Parliament – timeline tba by Digital Strategy Board</li> <li>- Develop outline business case for people, and data &amp; infrastructure, programmes by end of Q4 2020/21</li> </ul> <p>Deliver investment priorities as agreed by the Digital Strategy Board’s Q1 review of projects and programmes for 2020/21.</p> <p>Support members and staff to embed new digital tools and ways of working rolled out at pace to enable remote working and hybrid proceedings.</p>

**Adapt and innovate**

<p><b><i>Actively engage in the planning and delivery of R&amp;R and decant, including the acquisition and fit-out of the Lords temporary decant accommodation</i></b></p>	<p>Lords R&amp;R team (COPO), Department of Facilities</p> <p>Accountable: Lords Management Board</p>	<p>Please note these timescales are currently TBC owing to the Strategic Review being undertaken by the R&amp;R Sponsor Body. Current priorities include work to:</p> <p>Support work to capture the requirements for the House of Lords decant project brief and Outline Business Case. RIBA 1 Project Brief and Lords Decant OBC to accurately reflect Lords requirements.</p> <p>Develop plans, and work as a single point of coordination, to progress the acquisition of property for the purposes of Lords decant.</p> <p>Engage with the development of designs for the restored Palace; in particular, contributing to the development or confirmation of the strategic priorities underpinning the development of designs for the restored Palace. House of Lords' requirements adequately captured in RIBA 1 Project Brief [forecast autumn 2020] and options being developed for OBC. Sponsor approval of optimal scheme currently forecast for Q1 2021.</p> <p>Continue to develop and maintain an effective working relationship between the Houses and the Sponsor following the latter's move to substantive status, as per the Parliamentary Relationship Agreement. Review of PRA arrangements in autumn 2020.</p>
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**Adapt and  
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<b><i>Continue to support the delivery of key Estates-related programmes</i></b>	Department of Facilities & Strategic Estates  Accountable Board member: Director of Facilities	Deliver investment priorities as agreed through the QI review of projects and programmes for 2020/21.
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