



# HOUSE OF LORDS

## Management Board

8th Meeting  
6 July 2011

### MINUTES

<b>Present:</b>	David Beamish	<i>Clerk of the Parliaments (Chairman)</i>
	Elizabeth Hallam Smith	<i>Information Services</i>
	David Leakey	<i>Black Rod's Department</i>
	Andrew Makower	<i>Financial Resources</i>
	Joan Miller	<i>Director of Parliamentary ICT</i>
	Tom Mohan	<i>Human Resources</i>
	Edward Ollard	<i>Parliamentary Services</i>
	Rhodri Walters	<i>Corporate Services</i>
	Carl Woodall	<i>Facilities</i>
	Malcolm McCaig	<i>Audit Committee member</i>

0.1 David Beamish welcomed Malcolm McCaig to his first Board meeting.

#### **1 Oral Updates**

#### **2 Corporate Risk Register at 1 June**

**MB/2011/74**

2.1 The Chairman told the Board that it had been suggested that a further member of staff be added to the PICTAB membership. The Board agreed that the new Clerk Assistant in the House of Commons would be an appropriate additional member.

2.2 Edward Ollard updated the Board on the implementation of the Leader's Group report on working practices. There had been substantial agreement in debate with many of the recommendations in the report. The Leader would write to the Clerk of the Parliaments to commission papers on the implementation of recommendations. In order to meet the Leader's request that additional activity was cost neutral, the Board might need to seek Members' guidance on which recommendations should be prioritised.

2.3 Black Rod told the Board he would bring a paper to the House Committee on the impact of the 2012 Olympic Games on the work of the House, and in particular on access to the House.

2.4 Elizabeth Hallam Smith informed the Board that work continued on a Memorandum of Understanding with the Web and Intranet Service.

2.5 Carl Woodall informed the Board that a paper on the property review would be considered by the Board at its next meeting.

#### *Restricted Access Annex*

2.6 Tom Mohan informed the Board that a review of night duty allowances would take place in the Autumn.

2.7 The Board took note of the Corporate Risk Register. The Board agreed

to adopt a standard response to risk reports from its next meeting, in line with the recommendations of the internal audit report on risk management.

**3 House Committee meeting on 19 July MB/2011/75**

3.1 The Board took note of items proposed for the next meeting of the House Committee. The Chairman noted that the paper on recording members' attendance in the Chamber had been withdrawn from the agenda.

3.2 Carl Woodall explained that the business plan on encaustic tiles was under consideration.

3.3 Edward Ollard noted that the Grand Committee on the Education Bill had raised difficulties in relation to the number of members wanting to attend exceeding space in the Moses Room. There was also pressure on booking for Committee Rooms. The Board noted that the pressure on room availability could make it necessary to revisit the use of the Commissioners' room in Millbank House.

**4 Risk Report: Millbank House MB/2011/76**

4.1 Carl Woodall spoke to the risk report. The likelihood score had increased because of the early return of the House in October (3 October instead of 10 October), which put pressure onto the programme of moves. Work was ongoing to ensure the offices of the 130 members who would have been moved in that week were moved at another convenient week in recess or during a weekend in October. Carl Woodall reminded the Board that furniture procurement was complete and no further items could be added.

4.2 The Board discussed the valuation of Millbank House. This would take place once the move had been completed.

4.3 The Board took note of the report.

**5 Risk Report: Externalities & Infrastructure MB/2011/77**

5.1 Carl Woodall spoke to the risk report and noted that it was hoped to reduce the risk rating to amber by the end of the summer. The programme would protect the viability of the mechanical and electrical system until 2020. A decision would need to be taken by the Board before then on the timetable for more urgent works. The second phase of the Cast Iron Roofs programme had been brought forward and would start in 2012.

*Restricted Access Annex*

5.2 The Board took note of the report.

**6 Risk Report: ICT MB/2011/78**

6.1 Joan Miller spoke to the risk report. She commented that the build-up of programmes at the end of the financial year created unnecessary risks; Parliament as a whole was trying to do too much. The expanded role of PICTAB was intended to help prioritise work and reduce this risk.

6.2 The Board discussed the availability of technical architects. Joan Miller explained that PICT had reorganised the office structure of PICT architects to improve their availability and response.

6.3 The Board discussed the role of PICTAB in coordinated major programmes. The Board noted the increased resources of PICTAB which would be available from October without an increase in costs. The Board requested a paper on the outcome of the new governance arrangements of PICTAB within the next year.

JM/ RHW

6.4 The Board took note of the report.

## 7 Risk Management

**MB/2011/79 & 79A**

7.1 The Chairman spoke to the draft response of the Administration to the internal audit report on Risk Management.

7.2 Board members expressed concern that there should not be an over-elaboration of the risk management process: outcomes were more important than process. It was also suggested that some offices found it hard to relate the corporate risk register to individual office risk registers.

7.3 The Board discussed whether the Administration should define its risk appetite. Board members noted the value of a discussion within management on the risk appetite and the risk maturity of the Administration, whether or not it was agreed to define the Administration's appetite or target a particular level of risk maturity. The Board noted that the House of Commons Service was no longer pursuing "risk enabled" status. Board members noted the varying risk appetite of the Administration in its approach to different issues. The Board agreed to consider these issues at future meeting or awayday following the Audit Committee's consideration of the Report and draft response of the Administration.

7.4 The Board discussed the recommendation that the risk register record both residual and inherent risk. Board members raised concerns that this could overcomplicate the risk management process. The Board noted this would be discussed by the Business Planning Group in due course and that Rhodri Walters would report back to the Board.

RHW

7.5 Board members commented that the Office risk register completion round had begun. The Board agreed that the Board Secretary should remind Heads of Office to refer to the risk ratings, and in particular the likelihood scores, in Corporate Risk Register when compiling their Office risk registers.

RGW

7.6 Board members noted the gradual improvement within the Administration of the attitude to risk management. The Board agreed risk management was an essential tool in management, which would increasingly become embedded within the culture of the organisation.

7.7 The Board agreed that the proposed response to the internal audit report be submitted to the Audit Committee.

- 8 House of Lords Annual Report MB/2011/80**  
 8.1 Rhodri Walters spoke to the report and explained that it would be agreed by the House Committee before the recess. The Board discussed the purpose of the Annual Report and agreed that it was an accountability exercise, which enabled the publication of certain documents and provided a performance management record.
- 8.2 The Board approved the Annual Report and congratulated Rhodri Walters on its completion.
- 9 Draft Minutes of the Meetings on 8 & 14 June**  
 9.1 The Board approved the draft minutes.
- 10 Minutes of the House Committee on 23 June**  
 10.1 The Board took note of the minutes.
- 11 Draft Agenda of the Audit Committee on 13 & 14 July**  
 11.1 The Board took note of the draft agenda.
- 12 Minutes of the Business Planning Group on 16 May**  
 12.1 The Board took note of the minutes.
- 13 Minutes of the House of Commons Management Board on 19 May**  
 13.1 The Board took note of the minutes.
- 14 Management Board & Senior Management Awaydays MB/2011/81**  
 14.1 The Board agreed the proposed topics for the senior management awayday.
- 15 Quarterly Property Update MB/2011/82**  
 15.1 The Board agreed the content of the brief on future uses of 5 Great College Street and took note the progress on other property issues.
- 16 Period 12 Finance Report MB/2011/83 & 83A**  
 16.1 The Board took note of the 2010/11 provisional financial results.
- 17 Parliament Week – staff involvement MB/2011/84**  
 17.1 Liz Hallam Smith spoke to her paper and explained that it was intended to provide the opportunity for staff to learn about the work and functions of the house. Board members expressed concern that this might be inappropriate at a busy time for all offices and that staff should focus on their core business activities. It was suggested that offices could be provided the opportunity to help deliver the Outreach elements of the week.
- 17.2 The Board agreed that Liz Hallam Smith would feed back the comments of the Board to the organisers of Parliament Week. LHS
- 18 Connecting staff with the Management Board MB/2011/85**  
 18.1 The Board agreed that the communication initiatives, Take it to the Top and Management Board Diaries, should become standard practice.

**Next Meeting:** Wednesday 20th July at 4.00pm

Secretary to the Management Board  
8 July 2011

### ACTION PLAN

Date	Minute item	Action	Responsible	Deadline/Status
Apr 11	6	Report on discussion with GWO on sitting hours	DRB	as necessary
July 2009	18	Arrange training on communications for all managers	TM	October 2010
Nov 2010	5	Report on cloud-based services feasibility study	JM	July 2011
Dec 2010	2	Update corporate risk register: consider inclusion of impact of larger house	RHW	summer 2011
Dec 2010	2	Review whether Heads of Office require support to manage staffing requirements in shared service areas	TM	December 2011
May 2011	1	Report on refurbishment scoping work	CW	July 2012
July 2011	17	Report on discussion with organisers of Parliament week on staff involvement.	LHS	July 2011
July 2011	6	Report on governance arrangements	JM	July 2012