



HOUSE OF LORDS

Management Board

16th Meeting
Wednesday 3 December 2014

MINUTES

Present:	David Beamish Liz Hallam Smith David Leakey Andrew Makower Matthew Taylor Tom Mohan Edward Ollard Simon Burton Carl Woodall	Clerk of the Parliaments Information Services Black Rod's Department Financial Resources Acting Director of Parliamentary ICT Human Resources Parliamentary Services Corporate Services Facilities
Apologies:	Liz Hewitt Ian Luder	
In attendance:	John Greenaway Stephane Portes Fiona Smith Helen Arkell Charles Curry-Hyde Kim Graham Peter Bishop	Relocation Contingencies Programme Director Deputy Head of Catering Services Head of Property & Office Services Principal Estates Manager, PED Partner, Feilden+Mawson Partner, Feilden+Mawson Urban design consultant

I **Relocation Contingencies Programme (Yellow) – Selection of Option [RESERVED]**

MB/2014/98

1.1 David Leakey introduced the paper.

1.2 The Board noted that the House of Commons Management Board would consider the same paper on 4 December.

1.3 David Leakey said that the purpose of the paper was to provide the Board with an update on progress and to seek approval for the direction of travel. *[Additional information – Restricted Access]*

1.4 By way of background and context John Greenaway tabled a briefing note providing an overview of the scenarios, descriptions and outputs, as well as programme outputs. A list of the members of the intelligent client group, who had been briefed and had provided useful input, was also tabled. *[Additional information – Restricted Access]*

1.5 *[Additional information – Restricted Access]*

1.6 The Board discussed the paper *[Additional information – Restricted Access]*

1.7 The Board **agreed** that option 5 should be developed further but declined to make any commitment regarding funding at this stage. The Board also **agreed** that John Greenaway would respond to the points raised during the discussion in further detail by correspondence, following the meeting. The possibility of considering this matter further in a seminar, perhaps jointly with the House of Commons Management Board, was noted.

2 **Update on business resilience capability and annual approval of Business Resilience Policy [RESERVED]**

MB/2013/99

2.1 David Leakey introduced the paper. He was confident that the lack of connection between office- and corporate-level business resilience plans, which had been reported in the past, had now been addressed through changes to staffing arrangements.

2.2 A Board member noted and welcomed that both Houses had been successful in the accreditation audit for the ISO22301:2012 standard.

2.3 The Board **took note** of the update and **agreed** the revised Business Resilience Policy for the period November 2014 to November 2015.

3 **Forecast Outturn and Financial Plan**

MB/2014/100

3.1 Andrew Makower introduced the paper and provided the Board with an update on the figures in the Forecast Outturn and plans for a Supplementary Estimate.

3.2 The Board noted that when the House Committee discussed *Further Steps towards the Financial Plan*, the Leader queried the £1.2m budgeted for the Archives Accommodation Study in 2015/16. The work for the Study had been rephased, with the bid reduced to £200k on the basis of revised advice from PED. At the same House Committee meeting, the Chairman of Committees had suggested allocating a larger resource to IT support for members. As a result, Andrew Makower proposed that the House Committee should be invited to return half of this saving to the taxpayer and put the other half in the Central ICT Contingency, where it would be available to meet needs which might include:

- Additional Lords-specific services from PICT.
- Support for IT projects important to the Lords but not funded through the MTIP.
- Support for the Printing & Publishing Programme.
- Support for the priorities of the Director of the Parliamentary Digital Service.
- Website. Either for Lords-specific work or match-funding Commons expenditure.

3.3 The Board **agreed** this proposal.

3.4 Andrew Makower said that, following the Boards' joint agreement of the MTIP, the "postcard" had been redrafted. Further comments on the postcard would also be welcome following the meeting.

3.5 A Board member was of the view that it was not helpful for ICT programmes to fall within the MTIP. Other Board members agreed. Andrew Makower said that there might be an opportunity to address this in due course.

3.6 The Board **agreed** the Forecast Outturn and Financial Plan and thanked Andrew Makower for his hard work in producing it.

4 Catering and Retail Services Change Programme Update

MB/2014/101

4.1 Carl Woodall introduced the paper and noted that the Board had pursued a consistent policy of Catering and Retail Services (CRS) deficit reduction for a number of years. Since 2008/09, the net cost of catering had been reduced from almost £2m to £1.309m in 2012/13 but had increased in 2013/14 to £1.462m. The overall financial target for the Change Programme was to reduce the net catering subsidy to around £1m once all of the work strands have delivered their objectives, some of which would be business as usual after the Change Programme concluded at the end of March 2015.

4.2 He provided an overview of the key progress in work strands set out in the paper, including the reorganisation of the kitchen (with the support of the Staff Adviser), the implementation of flexible working, spot checks on time-keeping and challenging rosters; smarter procurement (with the full support of the Finance Director and joint working with the PPCS), and price challenges to all suppliers. Income generation opportunities were still being pursued and an OBC was being prepared for events in the Royal Gallery. Two Gateway reviews have taken place, in November 2013 and July 2014, and recommendations from both reviews have been, and are being, implemented.

4.3 Carl Woodall said that there was a real need for communications and project management support to be provided to the Head of CRS. David Beamish agreed to consider this matter further with Carl Woodall following the meeting.

4.4 The Board **took note** of the progress of the CRS Change Programme.

5 Electronic cigarettes on the Parliamentary Estate

MB/2014/102

5.1 The Board **agreed** that this matter would be considered offline.

6 Risk reports:

a. ICT [RESERVED]

MB/2014/98

6.1 Matthew Taylor introduced the paper and provided a summary of current issues.

6.2 A Board member asked what matters concerned him the most ahead of the establishment of the Parliamentary Digital Service (PDS), how the Office 365 rollout was progressing, particularly the OneDrive element, and if adequate funding was available for managing legacy systems.

6.3 Simon Burton noted concerns about the provision of ICT support

recorded by Parliamentary Services Offices in the second quarter Office risk returns, as well as the concerns raised by the Chairman of Committees about response times from the PICT service desk. He also said that it was important to be aware that market-facing pay may become a more significant issue over time.

6.4 Matthew Taylor responded that having the correct resources (people and money) and a solid infrastructure would be key to the success of the PDS as it is to any ICT organisation. Regarding the progress of Office 365, all mailboxes had been migrated to the Cloud and despite some disruption that part of the project had been successful. The rollout of OneDrive and SharePoint to Administration staff and members remained. OneDrive pilots were taking place in PICT at the moment. At this stage the majority of users should not have access to OneDrive. Regarding funding for legacy systems, PICTAB was due to consider a paper about this matter shortly. There were still approximately 20 systems in place which would take some time to decommission. Funding for this purpose was limited, and was not provided under the MTIP, but it might be possible to find capacity elsewhere to tackle some of the systems. Regarding the concerns raised in the Office risk registers, these had been discussed at the PICT Directors' Board and were now being followed up directly with the Offices concerned. Regarding the resourcing of the PICT service desk, an update would be provided to the Information Committee shortly about improving core response times, which would also consider the underlying resource requirement. Regarding market-facing pay, he was looking forward to seeing the independent evidence about the problem. Some positions were difficult to appoint to but he did not consider this to be a general problem. The Commons were conducting some work in this area.

6.5 The Board **agreed**:

- A risk score of 12 (likelihood 3, impact 4).
- A risk appetite of Cautious for existing systems and Open for future developments.
- A target risk of 9.
- A response of Treat.

b. Staff [RESERVED]

MB/2014/103

6.6 Tom Mohan introduced the paper.

6.7 The turnover rate was going down, and was currently below the national average and slightly above the average public sector rate, but still below the average rate of similarly sized organisations. The pay deal and the pay and grading review might have an impact on turnover in due course. Tom Mohan agreed to discuss turnover issues in the context of the pay and grading review with Elizabeth Hallam Smith following the meeting. The Board noted that turnover in the Lords was more or less equivalent to that in the Commons.

- 6.8 A Board member asked if any support was required from the Board to ensure the successful delivery of the pay and grading review. Tom Mohan replied that staff from outside the HR Office had been asked to lead on particular work streams. While it was possible that unexpected casework could arise which might disrupt delivery he considered that the review was sufficiently resourced at this stage.
- 6.9 Regarding Learning and Development, Tom Mohan said that this area was gradually improving, including changes to the intranet and a new member of staff. Further work was needed to develop the role of Training Liaison Officers, including sharing best practice.
- 6.10A Board member asked if there were plans to revise the appraisal process and suggested that it would be helpful if the relevant materials were made available in advance of April 2015 so that staff could take advantage of the time available during the Dissolution period. The Board noted that an Internal Audit report on the appraisal process would be published shortly and that it might be helpful for the Board to discuss this in advance of the Audit Committee.
- 6.11A Board member noted that bringing staff in-house under SARP might increase staffing risks. The Board noted that the Commons had established a team to take this forward, the costs of which would be shared with the Lords.
- 6.12The Board **agreed** to:
- Note a current residual risk score of 9 (Amber).
 - Agree a risk appetite of Cautious, a target risk of 9 (Amber) and to Treat the risk.
 - Note the mitigating actions underway or planned.

7 Corporate risk register as at 24 November

MB/2014/104

- 7.1 The Board **agreed** to consider the corporate risk register by correspondence.

8 Parliamentary Estates Masterplan [RESERVED]

MB/2014/105

- 8.1 David Beamish introduced the Board to the representatives from Feilden+Mawson. The Board noted that Alan Robson, a senior partner at Feilden+Mawson and the Masterplan project leader, was unable to attend the meeting due to illness. Carl Woodall also welcomed Helen Arkell to the meeting.
- 8.2 Carl Woodall noted that the *Accommodation Strategic Principles and Plan* had been agreed by the Board and the House Committee in 2010. Fiona Smith was currently updating this document. It was important for the Board to consider how buildings on the parliamentary estate would be used in future years, particularly in the context of Restoration and Renewal. Fiona Smith noted that a separate paper concerning Fielden House would need to be considered by the Board in due course.

8.3 Feilden+Mawson delivered their presentation.

8.4 The Board discussed the presentation and the following points were noted:

- The World Squares for All initiative.
- The Hansard Society report – ‘A Place for People: Proposals for Enhancing Visitor Engagement with Parliament’s Environs’.
- The distinct objectives of Westminster Abbey.
- Traffic management, public access and public realm considerations.

David Beamish, Ed Ollard and David Leakey left the meeting and Carl Woodall took the chair.

8.5 The Board continued to discuss the presentation and the following points were raised in discussion:

- A Board member queried the feasibility of considering the future of the parliamentary estate separately from Restoration and Renewal.
- Andrew Makower said that this was an important matter for the Board to discuss and declared an interest as the brother of Tim Makower, the Principal of Makower Architects. He said that the Hansard report had misunderstood access, which had become increasingly digital. A greater number of visitors to the estate was not desirable due to the impact on the fabric of building and Parliament’s core business. Educational access was important but the Education Centre and the objective of 100,000 visits per year should be delivered before contemplating any more. It was also important not to lose sight of the ceremonial aspects and the necessary physical connections with the government and Whitehall.
- A Board member said that conflicts between the Palace of Westminster’s multiple identities – a legislature, a world heritage site, a building for visitors, among other things – had not yet been resolved and that it would be important to reach an agreed view before progress was made with Restoration and Renewal. Whatever was agreed would need to support the core business of both Houses. It was also important for Parliament to engage with relevant partner organisations, including English Heritage.
- A Board member said that it would be important for the language of this conversation to take account of the ongoing constitutional debate.

8.6 The Board **agreed** to meet again before the Christmas recess to consider the governance and handling aspects of the presentation.

9 **Any other business**

9.1 No other business was discussed.

- 10 Parliamentary Combined Health and Safety Policy and Parliamentary Estates Memorandum of Understanding** **MB/2014/106**
 10.1 The Board **took note** of the Parliamentary Combined Health and Safety Policy and Parliamentary Estates Memorandum of Understanding.
- 11 Parliamentary Portfolio Dashboard** **MB/2014/107**
 11.1 The Board **took note** of the Parliamentary Portfolio Dashboard.
- 12 Changes to web, intranet and publication policies arrangements for domestic committees** **MB/2014/108**
 12.1 The Board **took note** of the changes to web, intranet and publication policies arrangements for domestic committees.
- 13 Minutes of the meeting on 5 and 10 November 2014**
 13.1 The minutes had been previously agreed by correspondence.

Next Meeting: Wednesday 10 December 2014 at 11.00am

Management Board Secretary
 8 December 2014

ACTIONS

Meeting date	Minute item	Action	Owner	Deadline/ Status
3 December	1.7	John Greenaway to respond to the points raised during the discussion of the Relocation Contingencies Programme in further detail by correspondence.	JG/DL/MBT	Note circulated to Board members on 10 December 2014
		Possibility of holding a seminar, perhaps jointly with the House of Commons Management Board, to consider matter further.	JG/DL/MBT	Joint seminar arranged to take place on 12 December 2014
3 December	4.3	David Beamish to consider with Carl Woodall the need for communications and project management support to be provided to the Head of CRS.	DRB/CVW	December 2014
3 December	6.7	Tom Mohan to discuss turnover issues in the context of the pay and grading review with Elizabeth Hallam Smith.	TVM/EHS	December 2014
3 December	8.6	Further meeting to take place before the Christmas recess to consider governance and handling aspects of the Parliamentary Estates Masterplan presentation.	MBT	Further meeting arranged to take place on 10 December 2014