# HOUSE OF LORDS

**Management Board**

12th Meeting
Friday 10 October 2014

MINUTES

| | | |
|---|---|---|
| **Present:** | David Beamish | Clerk of the Parliaments |
| | Liz Hallam Smith | Information Services |
| | David Leakey | Black Rod's Department |
| | Andrew Makower | Financial Resources |
| | Matthew Taylor | Acting Director of Parliamentary ICT |
| | Edward Ollard | Parliamentary Services |
| | Simon Burton | Corporate Services |
| | Carl Woodall | Facilities |
| **Audit Committee members:** | Liz Hewitt<br>Ian Luder | |
| **Apologies:** | Tom Mohan | Human Resources |
| **In attendance:** | James Taylor (for item 1) | Deputy Director of Human Resources |
| | Beverley Pye (for item 1) | Staff Adviser |
| | Paul Martin (for items 2 & 3) | Parliamentary Security Director |
| | Christina O'Kelly (for item 3) | SARP Programme Manager |
| | Lee Carragher (for item 4) | Senior Project Leader, PED |

## 1    Pay & Grading Review: Terms of Reference                    MB/2014/73

1.1  James Taylor and Beverley Pye introduced the paper.

1.1  James Taylor set out the aims of the present review and its scope.
*[Additional information – Restricted Access]*

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

1.3   The Board **agreed** that further work should be conducted on the terms of reference to introduce greater clarity and concision; the incorporation of guiding principles at the beginning of the text, and further consideration of the approach towards staff who may lose out as a result of the review. The revised text would be agreed by correspondence but considered at a subsequent Board meeting if required. The Board **took note** that the terms of reference would be made public once agreed by the Board.

## 2    Risk report: Security [RESERVED]                    MB/2013/74

2.1  Paul Martin introduced the paper. He explained that a Security risk matrix, rather than a register, had been adopted in 2013, which set out the highest risks to Parliament. The matrix should not be used in a mechanistic manner. Following the Board's consideration of the Security Review and the 2014-19 Strategic Plan, the paper represented the next stage in that process,

by setting out the strategic objectives and priorities over the next five years. There was also a practical issue of how risk scores should feed in to the corporate risk register, on which the Board's view would be welcome.

2.2 The Board discussed the paper and the following points were raised in discussion:

- The Board noted that the Speakers were considering the Jenkins Review of Governance, which would be considered by the Board in due course.
- A Board member said that a recurrent issue was the lack of clarity surrounding different roles and responsibilities, which was a key consideration which linked to the Jenkins Review. The Board member noted that cyber security was a critical area and asked if enough funding and resourcing was available to conduct the required work in this area. The Acting Director of PICT replied that a business case was being prepared to respond to the recommendations in this respect and the Board noted that this initiative was being treated outside the MTIP.
- A Board member said that determining a single risk score would be meaningless and should not be pursued. Instead the focus should be on residual scores. The Parliamentary Security Director (PSD) replied that he was keen to resist a mechanistic approach in that regard and that it was not possible to make much difference to some scores, except possibly cyber. However there was a substantial body of work ongoing to improve security matters.
- *[Additional information – Restricted Access]*
- *[Additional information – Restricted Access]*

2.3 The Board accepted that the majority of the security risks could not be reduced to green levels; **agreed** the proposed discrete risk appetites and target scores outlined in the paper; and **took note** of the significant mitigation actions currently planned and/or in progress. The Board **agreed** that the issue of scoring of the overall security risk and its place within the corporate risk register should be considered as part of the review of corporate risks. The Parliamentary Security Director agreed to produce a second version of the security risk matrix to incorporate mapping and prospective scores.

3    **Security Arrangements Renewal Programme: update on negotiations [RESERVED]**                                    MB/2014/75

3.1 Paul Martin introduced the paper. *[Additional information – Restricted Access]*

3.2 *[Additional information – Restricted Access]*

3.3 The Board **agreed** not to rule out any options at this stage but considered that the extension of the existing contract would be a desirable outcome in the current circumstances.

**4    Millbank Phase Three [RESERVED]**                    MB/2014/76

4.1  Carl Woodall introduced the paper and updated the Board about recent developments.

4.2  *[Additional information – Restricted Access]*

4.3  A new Millbank Phase Three Project Board had been established. The Project Board had approved the inclusion of the Millbank Island Site Chiller Project in the refurbishment project for 5 Great College Street. *[Additional information – Restricted Access]*

4.4  The Chairman of Committees had been briefed about the plans and had offered advice on member engagement. This included taking a paper to the Administration and Works Committee. The Board discussed the timing of such a paper and also agreed that the use of the building for decant purposes should be emphasised during the engagement.

4.5  Lee Carragher provided the Board with an overview of the options by reference to a series of plans, which were tabled at the meeting.

4.6  The Board discussed the paper and the following points were raised in discussion:
  • A Board member asked if the installation of a glass roof above the central courtyard at the 3rd or 4th floor level was feasible. Carl Woodall said that this option was not feasible as it would require major decants of the building and involve challenging time frames.
  • A Board member said that the sustainability options should be explored in terms of cost.
  • A Board member asked if the estimated total capital cost figure included infrastructure modernisation and any data centre costs. Carl Woodall confirmed that the figure included the former but not the latter.

4.7  The Board **took note** of progress with the Outline Business Case and tenant issues; the current position and potential future issues; and the formation of the Millbank House Phase Three Project Board and the contents of the draft Project Definition Document. The Board **agreed** that all relevant background information should be provided to members ahead of engagement.


**5    Members' Survey 2014**                    MB/2014/77
     **a. Narrative report**                    MB/2014/77A
     **b. Comments report**                    MB/2014/77B

5.1  Ed Ollard introduced the paper.

5.2  The Board discussed the paper and the following points were raised in discussion:
  • The Acting Director of PICT welcomed the results concerning the provision of IT services as broadly positive.
  • A Board member said that some of the results reflected the greater

professionalisation of member of the House and the higher standards that may be required as a result.

- The Board discussed how the survey results should be intimated to staff. A Board member said that staff's attention should be drawn to the fact that overall satisfaction levels were high. The Clerk Assistant said that Heads of Offices would be encouraged to feed back the results to staff.
- The Board discussed options for further engagement with members. A Board member said that there were certain themes on which the Administration should respond promptly to protect its reputation, as well as to achieve quick wins by delivering results. The Board **agreed** that suggestions should be circulated to the Board.
- The Board discussed potential media interest in some of the results.
- The Clerk Assistant suggested that these points should be followed up at the Board awayday.

5.3 The Board **took note** of the findings of the 2014 Members' Survey, and **agreed** that it should be referred to Heads of Office and the BPG to inform business planning, and published to members and staff on 14 October.

| 6 | **Revision of the Management Board Handbook** | MB/2014/78 |

6.1 David Beamish introduced the paper.

6.2 The Board **agreed** the revised Board Handbook and Operating Framework, with drafting changes. The Board noted that the Handbook was made available to all staff via publication on the intranet.

| 7 | **Corporate Risk Register as at 1 October** | MB/2014/79 |

7.1 The Director of Facilities updated the Board on the red Facilities risk, including the deliberations of the Parliamentary Safety Assurance Committee meeting on 8 October. The Board agreed that the red risk should be addressed as a priority and discussed possible mitigations. The Board agreed that the Director of Facilities should present a paper at the next meeting providing an update on progress.

7.2 The Board **agreed** that the proposed changes to the Reputation risk would be discussed at the next meeting in the context of the risk report.

7.3 The Chairman agreed to update the Board on the House of Commons risk at the awayday.

7.4 The Board **took note** of the corporate risk register.

| 8 | **Any Other Business** | |

8.1 The Director of Information Services provided an oral update on the 2015 Year of Parliament, including an event on 5 February which would bring together the four surviving originals of the Magna Carta in Parliament.

| 9 | **Continuous Improvement update** | MB/2014/80 |

9.1 The Board **took note** of the Continuous Improvement update.

**10  Period 5 Finance Report**                                         **MB/2014/81**
    10.1 The Board **took note** of the Period 5 Finance Report.

**11  Commons dashboard portfolio**                                     **MB/2014/82**
    11.1 The Board **took note** of the Commons dashboard portfolio.

**12  Parliamentary Programme and Project Management Annual**           **MB/2014/83**
    **Report 2013/14**
    12.1 The Board **took note** of the Parliamentary Programme and Project
    Management Annual Report 2013/14.

**Next Meeting**:  Wednesday 5 November 2014 at 10.00am

<div align="right">Management Board Secretary<br>14 October 2014</div>

**ACTIONS**

| Meeting date | Minute item | Action | Owner | Deadline/ Status |
|---|---|---|---|---|
| 10 October | 1.4 | The Board agreed that further work should be conducted on the terms of reference to introduce greater clarity and concision; the incorporation of guiding principles at the beginning of the text, and further consideration of the management of staff who may lose out as a result of the review. The revised text would be agreed by correspondence but considered at a subsequent Board meeting if required. | TVM | November 2014 |
| 10 October | 2.3 | The Board agreed that the issue of scoring of the overall security risk and its place within the corporate risk register should be considered as part of the review of corporate risks. | SPB/MT | November/ December 2014 |
| 10 October | 4.7 | The Board agreed that all relevant background information should be provided to members ahead of engagement on Millbank Phase Three. | CVW | November 2014 |
| 10 October | 7.1 | The Board agreed that the Director of Facilities should present a paper at the next meeting providing an update on progress in mitigating the red Facilities risk. | CVW | 5 November 2014 |