



HOUSE OF LORDS

Management Board

12th Meeting
Wednesday 20 November 2013

MINUTES

Present:	David Beamish	Clerk of the Parliaments
	Liz Hallam Smith	Information Services
	David Leakey	Black Rod's Department
	Andrew Makower	Financial Resources
	Joan Miller	Director of Parliamentary ICT
	Tom Mohan	Human Resources
	Edward Ollard	Parliamentary Services
	Rhodri Walters	Corporate Services
	Carl Woodall	Facilities
Apologies	Ian Luder	Audit Committee Member
In attendance:	Sarah Jones (for items 1&2)	Private Secretary to the Chairman of Committees
	Talitha Rowland	Private Secretary to the Clerk of the Parliaments

I Income Generation [RESERVED]

MB/2013/83

I.1 The Board considered the benefits and risks of proceeding with income generation proposals. The following points were raised in discussion:

- Income generation may distract Catering and Retail Services (CRS) from its Change Programme, which should be its priority.
- *[Additional information – Restricted Access]*
- *[Additional information – Restricted Access]*
- The risks of pursuing income generation opportunities may well exceed the potential profit margins.
- *[Additional information – Restricted Access]*
- *[Additional information – Restricted Access]*
- The total net contribution from income generation excluded wear and tear, notional rent and utilities costs, and therefore represented a subsidised figure.
- An opportunity to raise additional income may be missed if the House of Commons proceeded with its own income generation proposals and the House of Lords chose to do nothing.
- The House of Commons' income generation proposals involved a limited number of facilities being made available for commercial hire on non-sitting Fridays, Saturdays and during recesses. This would apply from Christmas 2013 onwards and the arrangements would be kept under review for a trial period of two years.
- The income generation proposals should not be pursued at this stage. Instead, ways of maximising commercial event opportunities towards the end of the week during term time, on Thursday evenings and Fridays, should be explored.

1.2 The Board noted that the House of Commons would debate the medium-term financial plan for the House Service on 21 November.

1.3 The Board **agreed** not to proceed with the income generation proposals at this stage but to explore ways of maximising commercial event opportunities towards the end of the week, including a review of the existing rules relating to Member-sponsored events, and to intimate their position to the Refreshment Committee, while emphasising the security and cost implications. It was agreed that David Beamish, Carl Woodall, Tim Lamming and Sarah Jones would take this matter forward.

DRB/CVW/TL/SJ

2 **Cost of Catering and Retail Services [RESERVED]**

MB/2013/84

2.1 Carl Woodall introduced the item and noted the following corrections and additions to the paper:

- The loss figure stated in relation to the Bishops' Bar food service in paragraph 10 a. should be approximately £33,000 rather than £73,798.
- The profit figure stated in relation to the Bishops' Bar food service in paragraph 10 d. should be gross rather than notional. The Bar makes a substantial loss once the cost of sales and staff is taken into account in relation to the gross profit figure.
- The loss figure stated in relation to the Lords' Bar in paragraph 10 d. (£31,302) did not reflect the current position, which was £4,000 profit to date.

2.2 The Board noted the Audit Committee's interest in the cost of Catering and Retail Services, including the subsidy arrangements, with respect to reputational risk. The Audit Committee would consider this matter again in due course.

2.3 The Board considered the item and noted the proposals to distinguish outlets between primary and secondary catering. The following points were raised in discussion:

- It was legitimate for facilities to be made available to Members for entertaining guests.
- The possibilities provided by Restoration and Renewal (R&R) for the provision of these services in a more logical manner across the Estate.
- The inappropriateness of the alcohol subsidy and the relative cheapness of different types of alcohol in the Lords Bar and the Sports and Social Bar in comparison to the House of Commons and London pub prices.
- The suggestion that other Lords bars could operate in a similar manner to the Sports and Social Bar, which involved a licensee.
- *[Additional information – Restricted Access]*

2.4 The Board **agreed** to consider a revised version of the paper, including further detail and analysis regarding the approach to outlet classification, in due course.

CVW

3 Refreshing the 2010 Accommodation: Strategic Principles and Plan

MB/2013/85

3.1 Carl Woodall introduced the item and emphasised the reasons for a refresh [*Additional information – Restricted Access*].

3.2 The Board considered the item and the following points were raised in discussion:

- The strategic planning assumptions needed to be clear going forward, which could be clarified through working groups.
- The benefits of relying upon hot-desk facilities, made available in locations proximate to the Chamber, should be considered.

3.3 The Board **agreed** that further work should be conducted towards establishing a refreshed *2010 Accommodation: Strategic Principles and Plan* to inform the Estates Strategy and Asset Management Plan.

4 Staff Handbook: alcohol policy [RESERVED]

MB/2013/86

4.1 Tom Mohan introduced the item.

4.2 The Board discussed the proposed text of the revised alcohol policy, which closely followed recent revisions to the House of Commons alcohol policy.

4.3 The Board **agreed** the revised alcohol policy, for inclusion in the new edition of the Staff Handbook, subject to the outcome of consultations with the unions.

5 Staff Handbook: professional training policy

MB/2013/87

5.1 Tom Mohan introduced the item and noted that the draft chapter in the Staff Handbook had been substantially revised, including a more precise definition of “professional training” and clearer guidance on the funding available.

5.2 The Board noted that the proposed policy change, once adopted, would not affect existing students.

5.3 Members of the Board made the following points about the draft chapter:

- The wording about retaking courses in paragraph 18.22 could be re-examined. The reference to “80% funding for” should also be in bold.
- The Board noted that the Library would be happy to assist with the provision of books and facilitating access to online resources. This could be reflected in paragraph 18.23 accordingly.
- The reference to course fees being paid by Local Education Authorities in paragraph 18.35 may need to be re-examined in light of the straitened funding environment.

5.4 The Board **agreed** a revised professional training policy, for inclusion in the new edition of the Staff Handbook, and for separate budget lines to be set up for such training.

6 Risk reports: Reputation

MB/2013/88

6.1 Liz Hallam Smith introduced the item and noted that the Business Planning Group had recently engaged in a useful discussion about this matter.

6.2 The Board **agreed** that the residual risk score should remain unchanged, that the residual risk score and Office risk register ratings do not need to align more closely, and that the potential impact of the House's reputation on staff morale should be considered by the People Strategy workshops.

Risk reports: ICT

MB/2013/89

6.3 Joan Miller introduced the item. With respect to the rollout of Office 365 she noted that this posed risks in terms of security and a lack of understanding among users. The operation of SPIRE would also have to change due to compatibility issues and PICT was working with the Records Management team to resolve this issue.

6.4 The Board discussed the rollout of Office 365. The following points were raised in discussion:

- The risk of disruption to business-as-usual working during the migration to Office 365.
- The timetable for the rollout of Office 365 was considered to be ambitious. Joan Miller explained that the timetable resulted from the savings programme as well as the need to reduce the security risks that would arise from a long transition period.
- The migration process, for the majority of users, would be relatively painless as it was essentially an upgrade, which the majority of users had experienced in the past with minimum disruption.
- The role of the Strategic Users Network (SUN) group in communicating the migration process. Joan Miller emphasised that the SUN members from each office should be relied upon to feed back concerns about the Office 365 rollout.
- Concerns were raised about some of the products which formed part of the Office 365 package, including Yammer and Skydrive. Joan Miller said that while these services were already technically available, and integrated into the 365 package, PICT would be cautious about doing too much at once. Training on some elements of the package would only begin in stages after March 2014. Yammer is not part of the 365 package at present and whilst it has been tested in the pilot, we do not need to launch it as a product just yet.
- Concerns were raised about the continued functionality of the Hansard transcription service and Committee Office templates during the migration process. Joan Miller said that a lot of testing had been carried out in this area and that such programmes' continued application during the migration process should be assured.
- The development of a Bring Your Own Device (BYOD) policy by the Administration was emphasised. This would take account of staff behaviour and offer advice on the appropriate use of devices.
- A Gantt chart depicting the schedule of the Office 365 rollout was requested.

6.5 *[Additional information – Restricted Access]*

6.6 The Board **took note** of the risk report and requested further assurance regarding the rollout of Office 365, including timescales and product specifications. A paper by Joan Miller, including a Gantt chart, would be considered by the Board at its 4 December meeting.

JM

7 Proposed changes to future performance reports

MB/2013/90

7.1 The Board **took note** of the proposed changes to the performance report in light of the Administration's new Strategic Plan.

8 Public Health Responsibility Deal

MB/2013/91

8.1 Carl Woodall introduced the item. The Board noted that the Administration was already largely compliant with the requirements of the Deal and that no additional resources would be required to achieve compliance.

8.2 The Board **agreed** that the Administration should participate in the Public Health Responsibility Deal.

9 Management Seminar 2013

MB/2013/92

9.1 The Board **took note** of the proposed agenda for the Seminar and noted that People Strategy breakout groups would no longer be required to meet in advance as their purpose would instead be fulfilled by the People Strategy workshops, which had been established separately to deliberate during the same period.

10 Business Planning Group membership

MB/2013/93

10.1 The Board **agreed** the appointment of new BPG members on an interim basis as follows:

- Alex Brocklehurst (in place of Isolde Victory).
- Steven Mark (in place of Fergus Reid).
- Christopher Johnson (in place Jake Vaughan).

11 Any other business

• **Oral updates**

11.1 The Board noted that with respect to the unified procurement service the Finance Director had invited Board members to nominate customers to talk to the consultant appointed to advise on the structure of the new service.

11.2 The Board noted that Martin Trott had requested suggestions for possible Continuous Improvement pilot projects.

11.3 The Board noted that the accreditation process for the London Living Wage had raised some issues, which were now being addressed by Veronica Daly in dialogue with contract managers.

11.4 The Board noted and welcomed the acknowledgement by the House

Committee on 19 November of the Administration's savings record and its ongoing concerns for staff.

12 Commons dashboard portfolio

MB/2013/94

12.1 The Board **took note** of the Commons dashboard portfolio.

13 Minutes of the meeting on 6 November

13.1 The minutes had been previously agreed by correspondence.

Next Meeting: 4 December 2013 at 10am.

Management Board Secretary
21 November 2013