



HOUSE OF LORDS

Management Board

7th Meeting
Wednesday 11 May 2016

MINUTES

Present:	David Beamish	Chairman
	Simon Burton	Corporate Services
	Rob Greig	Digital Services
	David Leakey	Black Rod
	Andrew Makower	Financial Resources
	Tom Mohan	Human Resources
	Edward Ollard	Parliamentary Services
	Carl Woodall	Support Services

Apologies: Liz Hewitt

In attendance: Jon Oliver (item 4) Senior Facilities Manager

1 Opening remarks

The Chairman opened the meeting with a series of brief oral updates.

- The debate on the report by the Leader's Group on Governance had taken place two days earlier, at which the proposed changes had been widely supported. There was an expectation for the new structure to be established in time for the September sitting.
- Since the Board's last meeting the Director General's Review had been published. All members of the Board should have received an email asking them to liaise with Commons managers providing shared services in order to clarify the impact of the Director General's Review on those services.
- The notice for the Speakership election had been issued; polling day was 8 June and the announcement would be made on 13 June.
- It was Michael Torrance's last meeting as Board Secretary. The Board recorded its thanks to Michael for his service over the last two and a half years.

2 Draft Strategy for the House of Lords Administration 2016-2021

2.1 Simon Burton introduced his paper, setting out the background to the review and the wide-ranging consultation which had preceded the latest draft of the strategy. He drew attention to the fact that the aim was intended to reflect the aim of the Administration rather than of the House of Lords. He

MB/2016/35

also pointed out that the strategic implementation plan listed priorities for change, rather than all business activities; as a result some areas of business were not listed. Reference to the public good was intended to convey the balance of interests which the Administration was required to serve – members individually, the House as a whole, and the general public.

2.2 *[Additional information – Restricted Access]*

2.3 *[Additional information – Restricted Access]*

2.4 A drafting change was agreed to the third strategic objective: to replace ‘Securing Parliament’s future’ with ‘Make Parliament more safe, secure and sustainable’.

2.5 Simon Burton agreed to revise the draft of the strategy in light of the comments made and to consult with colleagues on changes to the strategic implementation plan.

2.6 The Board agreed to review a revised draft of the strategy in July; that the new strategy should form the basis of instructions for the 2016-17 business planning round; and that the revised draft strategy would be presented to the successor body to the House Committee in September.

3 Draft Corporate Business Plan for 2016/17

MB/2016/36

3.1 Simon Burton introduced his paper on the draft corporate business plan. He thanked the heads of office and Michael Torrance for their work in preparing the plan, which had been agreed by the Business Planning Group.

3.2 There was a brief discussion of whether a description of the House of Lords organisational structure was required for the plan. It was agreed that this was more suited to the annual report and that it should be removed from the corporate business plan.

3.3 *[Additional information – Restricted Access].*

3.4 Andrew Makower asked whether the Parliamentary Procurement and Commercial Service could be mentioned in the Corporate Business Plan in light of its importance in support of Restoration and Renewal and other major programmes.

3.5 Carl Woodall agreed to review the reference to the refurbishment of the offices on the second floor West Front.

3.6 The publication of the Medium Term Investment Plan would require some communications planning to set the figures for Restoration and Renewal in context.

3.7 The business plan was due to be considered by the House Committee on 7 June. It was intended to publish it online only.

3.8 The Board **agreed the draft Corporate Business Plan for 2016/17 subject to the drafting changes agreed above.**

4 Denial of Access to House of Lords Outbuildings: Business Continuity Accommodation Arrangements

MB/2016/37

4.1 Carl Woodall introduced his paper. Andrew Makower made the point that Finance would require networked computers to be able to operate the finance and payroll systems.

4.1 There was a brief discussion about the case for encouraging mobile working, through the use of laptops and docking stations, in order to ensure that staff were able to be flexible in cases of enforced relocation. This point had arisen at the Business Resilience Group and thought should be given to addressing this through office procurement plans. Rob Greig said that applications like Office 365 had superseded mobile working policies which focused on hardware rather than software. There was an ongoing project to encourage wider use of Office 365 which would enable access from any device anywhere. This would enhance the organisation's resilience in the case of enforced relocation.

4.2 The point was made that there were companies who provided empty office space across London to allow businesses to relocate their staff temporarily in cases of denial of access to premises. While this would not be suitable for services supporting the Chamber and Committees, it would be suitable for back office functions such as Finance and HR. The Commons currently had such a contract in place. The Chairman asked for this option to be explored further.

4.3 There was concern that the consultation for these arrangements had taken place some time ago. Representatives from the Library and Committee Office did not recognise the figures contained in the plan, and were not aware of the proposals. The Chairman asked for the consultation to be refreshed with the relevant offices.

4.4 In response to a query about the protective marking of the paper, it was agreed that it should not be reserved.

4.5 The Board **agreed that the option of hiring empty office space should be explored; that the consultation should be refreshed; and that the paper should be un-reserved.**

- 5 Risk report: Governance** **MB/2016/38**
- 5.1 David Beamish introduced his paper. He drew attention to paragraph 15, which referred to the risk of failing to make the most of the opportunity for improved working practices between member committees and the Administration. *[Additional information – Restricted Access]*
- 5.2 There was a discussion of when the external review of the Board and Administration should take place. In view of the anticipated changes to the governance structure, and the Director General’s Review in the Commons, it was expected the review would take place after the new arrangements had been implemented.
- 5.3 *[Additional information – Restricted Access]*
- 5.4 The Board **agreed the risk score of 6 (Amber), a risk appetite of “open”, a target risk of 6 and a Board response of “treat”.**
- 6 Corporate risk register as at 4 May 2016** **MB/2016/39**
- 6.1 The Chairman introduced the corporate risk register. *[Additional information – Restricted Access]*
- 6.2 *[Additional information – Restricted Access].*
- 6.3 The Board **took note of the Corporate risk register.**
- 7 Q4 2015/16 Quarterly Performance Report** **MB/2016/40**
- 7.1 The Chairman introduced the Quarterly Performance Report. *[Additional information – Restricted Access]*
- 7.2 *[Additional information – Restricted Access]*
- 7.3 **The Board took note of the Q4 2015/16 Quarterly Performance Report.**
- 8 End of year performance report for 2015/16** **MB/2016/41**
- 8.1 The Chairman introduced the end of year performance report.
- 8.2 The Board **agreed that once the new House of Lords strategy was agreed, the performance measures should be reviewed.** The Chairman charged the Business Planning Group with this work.
- 8.3 The Board **took note of the end of year performance report for 2015/16.**
- 9 Internal Audit Charter 2016** **MB/2016/42**

9.1 The Board **approved the internal audit charter for 2016.**

10 Business Planning Group Membership

MB/2016/43

10.1. Simon Burton introduced his paper. In addition to the change which it proposed, the Chairman informed the Board that Andrew Makower had asked to be replaced on the Group by Jonathan Smith, Head of Finance. The Board thanked Andrew for his significant contribution to the Business Planning Group since 2005.

10.2 The Board agreed that Peter Lamb, Head of PDS Finance and Commerce should be appointed to the BPG; and that Andrew Makower should be replaced by Jonathan Smith.

11 Any other business

11.1 Further business was discussed concerning Continuous Improvement and the House of Lords Portfolio Dashboard (see items 12 and 13).

12 Continuous Improvement: Annual report 2015/16 & Forward Plan

MB/2016/44

12.1 Simon Burton asked whether in future any savings achieved by the Continuous Improvement programme could be included in the annual report. Andrew Makower agreed to ask the Continuous Improvement team to do this in future.

12.2 The Chairman informed the Board of the Value for Money study conducted by the National Audit Office which was due to be considered at the joint meeting of the two Audit Committees in July. The Chairman offered to circulate it to members of the Board.

13 House of Lords Portfolio Dashboard

MB/2016/45

13.1 Concerns were raised about the data relating to PED Programmes. Neither the amenities programme nor the lifts programme appeared to have an agreed baseline or scope. Furthermore, several of the gateway review dates listed had already passed. Carl Woodall explained that neither was in fact a programme. A decision had been taken to focus on the priority lifts and amenities, rather than all, and that these were being upgraded when funds were available. The paperwork had not kept pace with the change.

13.2 The Board's attention was drawn to the statement that a decision regarding the options for retaining the long term lease of 7 Millbank was required to be made by the two Clerks by June 2016. This was a matter that needed to be discussed at Board level. Andrew Makower pointed out that Strategic Estates was on the agenda for the joint meeting with the House of Commons Board on Friday 20 May, and that this would provide an opportunity for discussion.

Next Meeting: Joint meeting with the Commons on Friday 20 May at 11.00am

Management Board Secretary
23 May 2016

ACTIONS

Meeting date	Minute item	Action	Owner	Deadline/ Status
11 May 2016	2	Revise draft strategy for consideration at July Board meeting	SPB	July board meeting
	3	Review reference to refurbishment of offices on West Front in draft Corporate Business Plan 2016/17	CVW	Immediately
	5	Explore option of hiring empty office space for business continuity purposes; refresh consultation with affected offices; unreserve the paper.	CVW	July board meeting
	9	Review performance measures once new House of Lords strategy agreed	SPB	Subject to agreement of strategy in September
	13	Review measures used to determine benefits of Continuous Improvement	AM	Immediately