



HOUSE OF LORDS

Management Board

1st Meeting
Wednesday 14 January 2015

MINUTES

Present:	David Beamish Edward Ollard Simon Burton Liz Hallam Smith David Leakey Andrew Makower Matthew Taylor Tom Mohan Carl Woodall	Clerk of the Parliaments Parliamentary Services Corporate Services Information Services Black Rod's Department Financial Resources Acting Director of Parliamentary ICT Human Resources Facilities
Apologies:	Liz Hewitt	
In attendance:	Paul Thompson Martin Trott	Head of Internal Audit (item 1) Head of Continuous Improvement in Parliament (item 3)

- 1 Internal Audit report: Risk Management Arrangements within the Administration & Review of Corporate Risks** **MB/2015/3**
- 1.1 Simon Burton introduced the paper and provided an overview of the background to the review of corporate risks by the Business Planning Group (BPG). *[Additional information – Restricted Access]*
- 1.2 The Board discussed the paper, including consideration of the recommendations in the Internal Audit report *[Additional information – Restricted Access]*
- 1.3 The Board **agreed** to delegate the development of proposed management responses to the Internal Audit report to the Business Planning Group, to be considered alongside its concurrent review of corporate risks, which would both take account of the Board's views.
- 2 Business Planning Group Membership** **MB/2015/6**
- 2.1 The Board **agreed** the proposed change to the membership of the Business Planning Group.
- 3 Continuous Improvement: Update and Strengthening Buy-in** **MB/2013/1**
- 3.1 Martin Trott introduced the paper and provided an overview of progress with Continuous Improvement (CI) so far. He noted the original approach to CI, which had been agreed by both Boards, and invited the Board to endorse the proposals for strengthening the effectiveness of this approach across the two Houses. The Board noted that the House of Commons Management Board would consider a similar paper on 15 January.

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

- A Board member said that it was not clear what the impact of the CI reviews had been to date and queried the extent to which the process might provide false assurance. Martin Trott replied that he believed that the proposed change of approach would produce more tangible outcomes but noted the inherent difficulties in measuring outcomes. The CI team provided assurance to a degree and external review could be arranged.
- A Board member endorsed the CI team's work so far; suggested that the benefits needed to be defined before the success of the initiatives could be measured, and proposed that CI could be applied to cross-cutting programmes such as the Enabling Technology (Digital Foundations) Programme.
- The Finance Director supported the proposals. He emphasised that CI was not a savings programme or a substitute for one but noted that there was a financial dimension to CI. A less than robust approach to CI might leave Parliament exposed in the event that public expenditure received further attention after the General Election. Once staff were involved in CI they generally welcomed the freedom it offered to question "the way we do things here" but more encouragement was needed to get involved in the first place. The Lords Board should not appear less enthusiastic than the Commons Board.
- A Board member supported a greater degree of senior management support for CI but expressed caution about requiring the formulation of CI Plans at Office level for 2015/16. If the CI team was experiencing difficulty gaining enough traction in particular areas then senior management would be willing to provide assistance with this if required. Another Board member agreed. Martin Trott replied that despite the high level of support CI received he did not consider it likely that the number of reviews would increase to a significant extent. There was a need for more individuals to become involved in the process, and for more reviews to be conducted, before the benefits of CI would be fully realised. A Board member suggested that Dissolution would be a good period to make progress on both counts.
- A Board member said that the CI approach appeared to be quite academic, theoretical and technical in nature, and that an approach which produced more tangible outcomes would be welcome.
- A Board member noted that a number of improvements to working practices were underway at Office level, which had not necessarily been badged as CI initiatives.

3.3 The Board **took note** of progress with Continuous Improvement (CI) so far and the issues that needed to be tackled; **agreed** the proposal to strengthen the effectiveness of the CI approach by nominating Advocates and Practitioners to fill gaps; **agreed** to support the CI team in tackling "cold spots" and to encourage Heads of Offices to include suggestions for CI initiatives in Office business plans, to be considered by the BPG as part of the business challenge process; and **agreed** the proposal to raise the profile of CI by holding a bicameral CI Day.

4 **Housekeeper Pay [RESERVED]**

MB/2013/2

4.1 Tom Mohan introduced the paper and provided an overview of the background.

4.2 The Board discussed the proposal. Tom Mohan agreed to provide further information on industry rates of pay for heritage cleaning.

4.3 The Board **agreed** the proposal and noted that informal discussions would now begin with the assistance of the PCS union.

5 **Risk report: Facilities 2ii & iv**

MB/2015/4

5.1 Carl Woodall introduced his paper. He noted that a lot of activity was ongoing and that the direction of travel was positive. He noted that the reference to a “moves management system” in paragraphs 7 and 12 was incorrect and should instead refer to a “fridge temperature monitoring system”, as well as the Accidents, Incidents and Permits (AIP) software project.

5.2 In addition to the content of the risk report, Carl Woodall expressed concerns about the lack of resource for the project management of work to Old Palace Yard and Black Rod’s Garden Entrance. The Director of PED had also not yet been replaced, and he understood that recruitment was on hold pending governance developments in the Commons. As a result, it was considered that the usual level of service was not being received. David Beamish agreed to discuss these matters further with Carl Woodall.

5.3 The Board discussed the resourcing of Facilities ICT projects and noted that a small amount of additional resource had now been released.

5.4 A Board member suggested that the refurbishment of 5 Great College Street should receive adequate visibility within future risk reporting arrangements.

5.5 The Board **took note** of the risks and the levels of assessment for Risks 2ii and 2iv; **agreed** the proposed score of 12 for Risk 2ii with an amber status and the proposed score of 16 for Risk 2iv with a red status, though because of lack of resource for works projects rather than ICT projects as stated; **agreed** the target risk of 8 for Risk 2ii with an amber status and target risk of 4 for Risk 2iv with a green status, and **agreed** a Cautious appetite for both Risks 2ii and 2iv.

6 **Corporate Risk Register as at 7 January**

MB/2015/5

6.1 *[Additional information – Restricted Access]*

6.2 The Board **took note** of the corporate risk register *[Additional information – Restricted Access]*

7 **Any Other Business**

7.1 The Board **took note** of the arrangements for the All Staff Meeting which was scheduled to take place in the Chamber on 19 January.

- 8 Parliamentary Information & Records Management Policy 2014** **MB/2015/7**
 8.1 The Board **took note** of the Parliamentary Information & Records Management Policy 2014.
- 9 Vote 100: Project to mark the centenary of the Representation of the People Act 1918** **MB/2015/8**
 9.1 The Board **took note** of the 'Vote 100' project to mark the centenary of the Representation of the People Act 1918.
- 10 Minutes of the meetings on 3 and 10 December 2014**
 10.1 The minutes had been previously agreed by correspondence.

Next Meeting: Friday 6 February 2015 at 10.00am

Management Board Secretary
15 January 2015

ACTIONS

Meeting date	Minute item	Action	Owner	Deadline/ Status
14 January 2014	1.5	BPG to develop proposed management responses to the Internal Audit report, to be considered alongside its concurrent review of corporate risks, which would both take account of the Board's views.	SPB/ MBT	6 February 2015
14 January 2014	3.3	Heads of Offices to be encouraged to include suggestions for CI initiatives in Office business plans, to be considered by the BPG as part of the business challenge process.	MBT/ AM/ SPB	2016/17 business planning round
14 January 2014	4.2	Provide further information on industry rates of pay for heritage cleaning.	TVM	February 2015
14 January 2014	5.2	Discuss resourcing for project management of work to Old Palace Yard and Black Rod's Garden Entrance and the recruitment of a new Director of PED.	DRB/ CVW	February 2015