



HOUSE OF LORDS

Management Board

10th Meeting
Wednesday 6 July 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

**Audit
Committee
member:** Liz Hewitt

Apologies: None

In attendance: Myfanwy Barrett for item 2.
James Taylor for item 3.
Fiona Smith for item 4.

I Towards the Medium-Term Financial Plan

MB/2016/59

1.1 Andrew Makower introduced his paper. He pointed out some differences in the process for agreeing the financial plan this year. The plan would be considered by the newly established Finance Committee in the autumn before being considered and agreed by the newly established House of Lords Commission.

1.2 In discussion, the following points were made:

- *[Additional information – Restricted Access];*
- Cashable savings made within departmental budgets over the course of the year could be re-deployed within those departments – it was easy to *vire* between categories; this was different to bidding for money, including anticipated savings, at the start of the planning round;
- *[Additional information – Restricted Access];*
- *[Additional information – Restricted Access]*
- The Efficiencies Programme and the Joint Working Programme were linked, but only the Efficiencies Programme had a hard cash savings target;
- The Board would benefit from future discussion of the work of the Joint Working Programme; the Programme Board was undertaking

a review, including of relevant business models, but it would return to the two Boards for any final decisions;

- It would be useful to have more information on some of the Efficiencies programme work strands before formally joining them; of particular interest were those related to the more efficient use of the Commons estate: A1 (home working, hub and hot desking), A2 (review of storage and portorage) A3 (building/service closures in summer and at Christmas); and those relating to intelligent use of resources, specifically C2 (review of discretionary spending, e.g. office furnishings);
- Caution about taking on non-essential commitments, as requested in the strategic context to the planning instructions, should be extended to reviewing current non-essential commitments.

1.3 The Board **agreed to the proposed approach to budget challenge and endorsed the strategic context (as amended), the priorities and planning assumptions as set out in the paper.**

2 Capacity and Capability Review: Implementation Action Plan

MB/2016/61

2.1 Andrew Makower introduced his paper. Myfanwy Barrett commented on the detailed work of implementing the recommendations of the Capacity and Capability Review. A more strategic approach was being taken to resourcing programmes and projects, to ensure better capacity and capability to deliver. One strand of this work would be bigger recruitment campaigns to reflect vacancies across programme-focused areas.

2.2 In discussion, the following points were made:

- It was very important for the House of Lords to engage effectively with the Enterprise Programme Management Office (EPMO) to ensure that Lords interests were served; it presented an opportunity to develop practices and to challenge current practice;
- the EPMO was a limited resource and it would need to ration itself carefully;
- the EPMO should not become disproportionately bureaucratic; the focus should be on delivering the right staff to do the work;
- The intention was for the EPMO to be seen as offering support and advice, rather than adding additional burden to project teams;
- it would be necessary to over-resource and over-recruit to avoid being caught out by vacancies which incurred delays and costs.

2.3 A fuller paper on progress by the EPMO would be coming to both Boards in due course.

2.4 The Board **took note of the implementation action plan.**

3 People Issues

MB/2016/62

- 3.1 Tom Mohan introduced his paper.
3.2 *[Additional information – Restricted Access]*.

3.3 The Board **took note** of the progress report on the People Business Plan 2014-16, and agreed to consider priorities for the People Business Plan 2 at the Management Board away day in November.

4 **Fielden House: Refurbishment works project**

MB/2016/63

- 4.1 Carl Woodall introduced his paper.
4.2 In discussion, the following points were raised:
- For reasons of fire safety it was necessary to vacate Fielden House by 2018;
 - The scheduling of refurbishment work on Fielden House should not lead to unnecessary pressure on other ongoing work such as the Millbank House Development Project;
 - The impact on the relocation contingency plan of decanting members and staff to Millbank House needed to be kept in mind while developing plans.

4.3 The Board **agreed** in principle to the proposed refurbishment of Fielden House, and that decant space for the duration of the work should be provided in the Millbank House Development.

5 **House of Lords Annual Report 2015/16**

MB/2016/60

- 5.1 Simon Burton introduced his paper.
5.2 In discussion, the following points were made:
- The section on diversity and corporate responsibility could be enhanced by referring to the decisions on diversity and inclusion taken by the Management Board in December 2015;
 - More could be made of successes in terms of savings, subsidy reduction and income generation;
 - *[Additional information – Restricted Access]*.

5.3 The Board **agreed** the draft Annual Report for 2015/16 ahead of its consideration by the House Committee on 19 July 2016.

6 **Risk report: Facilities & Building**

MB/2016/64

- 6.1 Carl Woodall introduced his paper.
6.2 *[Additional information – Restricted Access]*.
6.3 The Board **noted** the risks and levels of assessment for Corporate Risk 3; it **agreed** the proposed scores *[Additional information – Restricted Access]*; it **agreed** the proposed target risks *[Additional information – Restricted Access]*; it **agreed** a proposed risk appetite *[Additional information – Restricted Access]*; and it **agreed** to the revised definition of risk 3ii as detailed in paragraph 24.

7 Corporate risk register as at 28 June 2016

MB/201/65

- 7.1 The Chairman introduced the corporate risk register.
- 7.2 *[Additional information – Restricted Access]*.
- 7.3 The Board **took note** of the risk register as at 28 June 2016.

8 Tracking of outstanding audit recommendations

MB/2016/67

- 8.1 David Beamish introduced his paper.
- 8.2 The Board **took note** of the audit recommendations that were outstanding ahead of the Audit Committee meeting on 11 July 2016.

9 Any other business

9.1 David Leakey had been approached by Sir Peter Bazalgette about the possible siting of a Holocaust Memorial museum with public access in the Victoria Tower Gardens. The gardens would be important for works access during any future Restoration and Renewal of the Palace of Westminster. It was agreed that Sir Peter should be invited to write to the Speakers of the two Houses to gauge the level of parliamentary support for the siting of the proposed museum.

10 Minutes of the meeting on 14 June 2016

- 10.1 The minutes had been previously agreed by correspondence.

11 House of Lords Portfolio Dashboard

MB/2016/66

- 11.1 The Board **took note** of the House of Lords Portfolio dashboard.

Next Meeting: Wednesday 20 July 2016 at 10.00am

Management Board Secretary
7 July 2016

ACTIONS

Meeting date	Minute item	Action	Owner	Deadline/ Status
14 June	2	Consideration of wider staff impacts of R&R	TM	Before staff briefings on R&R take place
14 June	4	Review of how permissions for access to parliamentary network accounts from mobile devices is managed	TM/RG	n/a
6 July	5	BRG to take ownership of lessons learnt in relation to recent incidents of flooding and fire	DL	n/a