



# HOUSE OF LORDS

## Management Board

3rd Meeting  
Wednesday 9 March 2016

### MINUTES

<b>Present:</b>	David Beamish	Chairman
	Simon Burton	Corporate Services
	Rob Greig	Digital Services
	Elizabeth Hallam Smith	Information Services
	David Leakey	Access
	Andrew Makower	Financial Resources
	Tom Mohan	Human Resources
	Edward Ollard	Parliamentary Services
	Carl Woodall	Support Services

**Audit  
Committee  
member:** Liz Hewitt

<b>In attendance:</b>	Sarah Burke (for item 2)	Internal Communications Manager
	Ian Ailles (for item 7)	Director General of the House of Commons
	Mary Ollard (for item 7)	Change Manager, Clerk of the Parliaments' Office
	Talitha Rowland (for item 7)	Private Secretary to the Clerk of the Parliaments
	Judith Brooke	Board Secretary (Incoming)

## I Archives Accommodation Programme Follow-Up

**MB/2016/10**

1.1 The Director of Information Services introduced the paper. She invited the Board to continue supporting the work and views of the Archives Accommodation Programme (AAP). The AAP was taking the Executive Committee's view on The National Archives (TNA) seriously and had started scoring this option, although it was likely to be very low. The contracting out option was already being pursued in part for the storage of lower-use items, including in relation to the British Library's Boston Spa storage facility, although a wholesale transfer would subvert the AAP priorities. Despite the paper's suggestion she did not support issuing a Prior Information Notice (PIN) as she did not consider there to be a credible market for contracted out archives services. There was a red risk that the AAP would not deliver on time if too much time was spent examining closed options, which might also impact on the Restoration and Renewal (R&R) timetable.

1.2 The Board considered the paper and the following points were raised in discussion:

- A Board member asked if there was any reason why the business case work could not take place in the short-term. Issuing a PIN was not necessary if the proposed action was considered to be sound. The Executive Committee's request to reopen two closed options should be agreed.

- The Finance Director reserved his position on the merits of the options. He said that the AAP had followed the correct process, agreed that a PIN should not be issued and endorsed the proposed response regarding TNA, which should be included in the Outline Business Case for members' benefit.
- A Board member regretted the need to reopen closed parts of the Strategic Outline Business Case but agreed with the suggested approach. They also did not support issuing a PIN.
- A Board member concurred with the suggested approach and suggested that whether there was a requirement to issue a PIN should be considered further.
- The Director of the Digital Service noted that the Executive Committee had not requested a PIN or tender process and had instead sought assurance from the Programme Director about the extent to which the two closed options had been examined, particularly on cost grounds.
- A Board member considered the request to reopen two closed options as regrettable but considered that it would be difficult to achieve alignment with the Executive Committee without conducting further analysis, which should therefore proceed.
- A Board member suggested that a light touch review might usefully focus on value for money considerations.
- The Director of Information Services noted that a transfer of records to TNA would require primary legislation as parliamentary records were not classified as public records.

1.3 The Board **agreed** that, in response to the Executive Committee's request to reopen two of the closed options in the Archives Accommodation Strategic Outline Business Case, a light touch analysis should be conducted in order to provide further justification for why the two options were discounted, with a particular focus on costs. The Board did not consider it to be necessary to issue a Prior Information Notice.

## 2 Internal Communications Review 2016

**MB/2016/11**

2.1 Simon Burton introduced the paper. It was intended that the internal communications strategy would follow the agreement of a new corporate strategy. The paper suggested a number of quick wins in order to refresh an already very good internal communications function. Sarah Burke added that the suggested changes were designed to change the service from being very good to excellent.

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

- The Director of the Digital Service asked if any Digital Service staff had been consulted for the preparation of the paper. Sarah Burke replied that the responses had been anonymous but that she would be happy to engage with Digital Service staff directly to inform future developments. A Board member also suggested considering the role of the Commons CAPS newsletter in this context.
- A Board member asked if any audience analysis had been conducted in order to gauge engagement and accessibility, among other things, across

the Administration in order to tailor the service accordingly. Sarah Burke agreed that this would be useful and agreed to consider it further. A Board member noted that this area engaged equality considerations.

- The Director of Information Services welcomed the paper. She noted that external and internal communications already worked closely, overlapping in some areas, and asked if the Lords would follow any decision by the Commons to bring these functions together. The Chairman replied that this depended on the outcome of the Director General's Review. She also suggested that internal communications should engage with external communications regarding an existing bid for an additional member of staff. The introduction of Yammer should be considered carefully, particularly with respect to user behaviour. It might be difficult to achieve wide usage and the FOI implications should also be considered.
- The Director of the Digital Service noted that the use of tools like Yammer was now commonplace in a number of organisations, some of which had substituted its use for that of email. Its use raised the same FOI considerations as already applied to the use of email. It was an effective tool for developers but might not be appropriate for all other parts of the business.
- The Chairman noted that it was clear that some further work was required on the use of Yammer before progressing further in the Lords.
- The Finance Director welcomed the content of the paper but reserved his position on an additional member of staff. He noted that the paper did not refer to the 2014 Staff Survey results, which were supportive of what was being proposed. He suggested standing down the under-used *Take it to the top* sessions and *Board diary* pieces in favour of reviving the *60 second interview* and publication of Board decisions.
- The Director of Facilities welcomed the paper and supported the proposals. He requested that the proposed quarterly newsletter should include coverage of health, safety and wellbeing matters. The Board **agreed**.
- A Board member welcomed the paper and agreed with the proposals, remarking that some of the current communications tended to be too dry. This was a difficult area to address due to the mixed audiences. The recent communication of the pay deal was a good example of internal communications.
- The Director of Human Resources broadly supported the paper and suggested that it might be beneficial to gain an understanding of what other market-leading organisation's publications look and feel like. The Board would be invited to consider the next Staff Survey in due course.
- Sarah Burke agreed that Yammer could potentially be used in some areas more than others. If it was rolled out then this could potentially be addressed by targeting key groups to encourage take up, including through the Workplace Equality Networks (WENs), during the launch stage. As Yammer could also be downloaded as an app, its use also had the potential to improve internal communications in areas such as CRS, where many of the staff were not desk-based. She agreed that audience analysis should be conducted and that suggestions regarding Board communications would be considered further.

2.3 Simon Burton thanked Sarah Burke for her work on the paper and noted that the WENs would also be consulted on the proposed changes in order to enhance equality analysis.

2.4 The Board **agreed** the following proposals:

- The preparation of an internal communications strategy.
- The replacement of Red Carpet News with two publications.
- That global emails are distributed in a more consistent manner.
- That existing two-way communication methods should be enhanced.
- How the internal communications team intended to improve the Intranet.
- The preparation of a business case for an additional member of the internal communications team.

### **3 Mitigating the people impacts of the Restoration and Renewal Programme [RESERVED]**

**MB/2016/12**

3.1 The Director of Human Resources introduced the paper. A number of matters were under consideration but the key message for staff was that nothing had yet been decided. *[Additional information – Restricted Access]*

3.2 *[Additional information – Restricted Access]*

3.3 The Board **took note** of the work of the Restoration and Renewal Programme to mitigate people impacts.

### **4 Life Safety Works Project**

**MB/2016/13**

4.1 The Director of Facilities introduced the paper and noted that the Director General of Facilities would present a similar paper to the Executive Committee. He provided an overview of the background to the paper. The nature of the work was likely to have a greater impact in the Commons than the Lords and the accommodation whips had been briefed regarding the works in the Lords. The Administration and Works Committee had also considered the practical implications and provided its support for the works. It was also considered prudent to provide the Board and Executive Committee with a high-level overview of these works.

4.2 *[Additional information – Restricted Access]*

4.3 The Board **agreed** the proposed programme of fire life safety works and the requirement for future decant of staff and members and **took note** of the programme of work in the House of Commons.

### **5 Completing Parliament's transition to Office 365**

**MB/2016/14**

5.1 The Director of the Digital Service introduced the paper. He provided an overview of recent investigations into the operation of the backup facility and the likely nature of the Meridio replacement facility, including how it would facilitate records management requirements.

5.2 The Board considered the paper and the following points were raised in discussion:

- The Director of Information Services asked what the benefits were and the critical success factors for the next stage. She suggested that the Board might like to consider these in due course. She expressed concerns about the backup facility and noted that in order to safeguard Parliament's information and data resources, it was necessary to ensure that digital preservation and digital continuity skills were brought to bear on the transitioning. It would be challenging to secure CAD drawings and the BIM system digitally for the medium and long-term but Archives was conducting a lot of work in this area. As she understood it the reference to the Meridio replacement in the paper was misleading as the project was making strong progress in refreshing and reinvigorating Parliament's approach to safeguarding digital records. SharePoint was an option subject to the requisite plug-ins, which were now available and met the required standards as well as being user-friendly.
- A Board member asked about the 20% of information which they understood was identified in the business case for moving to the Cloud as being inappropriate for transfer. The Director of the Digital Service said he was not aware of the 20% reference in the original business case for the Cloud.
- A Board member asked what support the Board could provide. The Director of the Digital Service suggested that the Board could encourage staff to attend Microsoft training sessions, become early adopters and also encourage staff to share files via OneDrive because of its benefits for collaborative working. Bringing everything together in the Cloud would provide benefits, including improved mobile access. Although some file types were not supported at present, including CAD, this could be accommodated by the Adobe Cloud instead.
- A Board member asked if straight-forward protocols were available regarding file-labelling. The Director of the Digital Service agreed that this was an important area, on which he would welcome advice from Archives. He noted that the protective marking system was also being reviewed and hoped that greater alignment would be achieved across Parliament, as well as with the public sector more generally.
- The Board noted that the likely replacement for Meridio would be provided through Office 365/SharePoint. The Director of the Digital Service suggested that there was potential to save money in this area and discussions were ongoing about the future support arrangements.
- The Chairman requested further briefings on key areas concerning the Office 365 rollout.
- A Board member noted that the planned rollout of earlier Office 365 work had been delayed due to a re-prioritisation.

5.3 The Board **took note** of how the Digital Service intended to complete Parliament's transition to Office 365 in 2016/17.

## 6 Risk report: House of Commons

**MB/2016/15**

6.1 The Chairman introduced the paper. *[Additional information – Restricted Access]*

6.2 *[Additional information – Restricted Access]*

6.3 The Board **agreed** a risk score of 12 [*Additional information – Restricted Access*]; a risk appetite of Cautious; a target risk of 6, and a response of Treat.

**7 Corporate risk register as at 2 March 2016**

**MB/2016/16**

7.1 The Chairman introduced the corporate risk register.

7.2 A Board member welcomed the improvements that had been made to the corporate risk register, including the addition of an annex setting out the Digital Service risks.

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

**8 Director General's Review**

8.1 Ian Ailles briefed the Board about the Director General's Review of the House of Commons, which the Executive Committee would be invited to agree shortly.

8.2 [*Additional information – Restricted Access*]

8.3 The Board **took note** of the Director General's Review.

**9 Any Other Business**

9.1 Regarding the Retail Services Memorandum of Understanding (MB/2016/19), a Board member asked for further information about the objective to improve the public's understanding of Parliament. The Director of Facilities provided an overview of the agreed approach in this area, which was supported by the Lord Speaker and Chairman of Committees.

**10 Minutes of the meeting on 4 March 2016**

10.1 The minutes had been previously agreed by correspondence.

**Next Meeting:** Thursday 17 March 2016 at 9.00am

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Management Board Secretary  
10 March 2016