



HOUSE OF LORDS

Management Board

12th Meeting
Monday 22 November 2010

MINUTES

Present:	Michael Pownall	<i>Clerk of the Parliaments</i>
	David Beamish	<i>Parliamentary Services</i>
	Rhodri Walters	<i>Corporate Services</i>
	Liz Hallam Smith	<i>Information Services</i>
	Simon Burton	<i>Human Resources</i>
	Carl Woodall	<i>Facilities</i>
	Philippa Tudor	<i>Financial Resources</i>
	Ted Lloyd-Jukes	<i>Yeoman Usher</i>
	Joan Miller	<i>Director of Parliamentary ICT</i>

1 House Committee meeting on 7 December

Oral Updates

1.1 The Board noted that the next House Committee meeting would consider the financial plan and savings strategy, and the accommodation strategy and would further discuss shared services and joint working with the Commons.

2 Review of Administration

2.1 Michael Pownall spoke to his paper which proposed a short, externally validated, review of the Office and budget centre structure. It would also encompass the 2010/11 review of the Management Board. It would need to be completed by the end of January and would provide non-binding recommendations for the next Clerk of the Parliaments.

2.2 The Board discussed the proposal and agreed that a light touch review would be able to reaffirm, and provide external validation for, any proposals for changes. It would be important that the external consultant understood the workings of the Administration. The timing would be important as it would be possible that the review might propose changes to job descriptions of posts that would become vacant if staff moved to fill more senior posts in the new year. Board members accepted that the review might propose changes to their individual roles.

2.3 The Board agreed that the proposal for a review should be taken forward and the Chairman should circulate the draft Terms of Reference for agreement by correspondence. The Chairman would also undertake a procurement process for the external reviewer and circulate proposals for the composition of the secretariat to support the review.

3 Corporate Strategy and priorities to 2015

3.1 Andrew Mackersie attended for this item. Rhodri Walters introduced the paper and the draft strategic plan. He explained that the plan could not include every activity that the Administration undertook and that the inclusion of the items listed as

priorities did not mean that other activities should cease. It should also be noted that the plan was for the next four years and the priorities reflected the likely financial position for the Administration over this period; and that these were not permanent priorities. The plan was a direct product of consultation at the senior management awayday and while it would be owned by the Board, it was hoped that senior managers would feel they had contributed to it.

3.2 The Board welcomed the draft strategic plan and thanked the BPG for the work undertaken. Board members were in favour of the proposal that the Chairman of the Management Board should write to responsible Heads of Office to set out expectations under each priority. The Board discussed the proposed priorities.

[Confidential Annex]

3.3 The Board agreed that the strategic plan, once agreed by the House Committee, would be owned by the Board and would drive the Administration's agenda for the rest of the Parliament. It was agreed that this was an opportunity for the Board to act corporately and to direct the Administration, subject to the views of the House Committee. Some Board members requested additional time to discuss the proposal with their Heads of Office and then to review a revised draft including the amendments proposed at the meeting. The Board agreed to submit comments to Andrew Mackersie and to agree the amended draft by correspondence prior to its consideration by the House Committee.

4 Corporate Responsibility

4.1 The Board deferred consideration of this paper to the next meeting.

5 Draft ICT strategy for the UK Parliament

5.1 Joan Miller introduced the paper, the core of which had already been considered by the Board. The strategy had been produced in consultation with PICTAB and with advice from external experts. PICT would retain customer service, customer advice (including support for business units), development of bespoke procedural applications, security and core management as in-house services. Standard packages would be provided for supporting services. It was proposed that e-mail, file storage and office productivity software would become cloud-based services but this would be subject to a feasibility study which would focus on security, accessibility, sovereignty of data and transferability, as well as cost. The study would report in July 2011.

5.2 The strategy also assumed that services would be streamlined and become available on multiple platforms and that there would be more scope for flexible and remote working.

5.3 Rhodri Walters, in his role as Senior Information Risk Owner, welcomed the strategy but drew the Board's attention to the information risks relating to the maturity of the cloud market, the jurisdiction of where data was held, the possibility that the service provider might sub-contract without Parliament being informed, the possibility of access by third parties and overseas governments, secure disposal and encryption. The feasibility study which would come before the Board in due course, would address these matters.

5.4 The Board agreed with the proposed outcomes and the direction of travel proposed in the strategy, and noted the work that would now take place to examine

cloud-based services.

**6 Corporate Risk Register at 17 November
Oral Updates**

6.1 The Board took note of the risk register.

**7 Financial Plan 2011/2015
Draft Savings Strategy 2011/15
Forecast Outturn 2009/10
Second Quarter Financial Report**

7.1 Martina Marshall, Deputy Head of Finance, attended for this item. The Board thanked staff for the savings suggestions that had been made, and staff in the Finance Department for their work on the financial planning process. The Board took note of the substantial savings and underspend reflected in the forecast outturn. Many of the significant savings had come from contingency provision held centrally.

7.2 Philippa Tudor introduced the draft financial plan which, in line with current HM Treasury guidance, was presented over a four year period, rather than three years as previously. There were substantial reductions to the baseline. The Board noted that it was not yet clear whether a new financial plan would be required in the following year, given that four year figures were being submitted to HM Treasury. It was clear that upward movement in financial plans was likely to be very difficult in the present economic circumstances, but that there were significant upward pressures in demanded areas which meant that significant savings would still need to be sought.

7.3 The Board agreed that a paper setting out the forecast outturn position and summarising the draft savings strategy and draft financial plan should be submitted to the House Committee. The final version would be agreed by correspondence.

[Confidential Annex]

8 Accommodation: Strategic Principles and Plan

8.1 Fiona Smith, Accommodation, Planning & Budgets Manager, and Tom Wilson, Private Secretary to the Chairman of Committees, attended for this item. Fiona Smith explained that the proposed accommodation strategy would take into account recent changes to the size of the House and the Administration, and current financial constraints. It would also reflect inter-dependencies with the 25-year Estates Strategy, which was being developed, and with the House of Commons, and a bicameral approach would be adopted where possible.

8.2 The Board noted the data on the revenue and capital costs of different buildings, and the current split of accommodation between Members, Members' staff and staff of the Administration. The Board also noted the key drivers for the strategy, which it had discussed at previous meetings, and the planning assumptions.

[Confidential Annex]

8.3 The Board welcomed the strategy and proposed some minor amendments to the strategic principles and the action plan. The Board agreed that there needed to be consultation with Offices on the proposals to relocate some Offices to 1 Millbank. Support was expressed for the principle that accommodation should be a corporate resource but the Board emphasised that the allocation of accommodation to Offices

needed to involve consultation with them. Space standards, explained in the strategy, would need to be applied with consideration given to the special requirements of work undertaken by some Offices and the particular circumstances of the Parliamentary environment. Some Offices would be less suitable for open plan working. Suitable meeting space would be a requirement for staff in open plan accommodation.

8.4 The Board noted the proposals for 1 Millbank. It was agreed that a small working group of Board members should consult Heads of Office on their accommodation requirements before the end of the calendar year, and that Simon Burton should inform the Trade Union side of the strategy.

9 International Relations Directorate

9.1 Rhodri Walters spoke to his paper and highlighted the decision not to include the National Parliament Office post in Brussels in the proposed International Relations Directorate (IRD) arrangements as this post was embedded in the Committee Office. Representative travel would continue to be funded and managed by the Overseas Office, which would also act as intelligent customer of the IRD for all other services. The House of Commons Management Board had considered the paper and agreed the proposals at its last meeting.

9.2 The Board noted that an International Relations Strategy would be prepared by the proposed International Relations Consultative Committee and that this would be considered and endorsed by the House Committee.

9.3 The Board welcomed the more coordinated approach to international relations which would result from the IRD. Although concern was expressed that the governance arrangements might become bureaucratic, the Board agreed to the establishment of the IRD from 1 April 2011, and to the proposals on governance, strategy, and organisational structure. The Board also agreed to the funding split with the House of Commons, the slightly higher Lords representation on some delegations and hence the higher contributions. The Board noted that the British American Parliamentary Group would not be required to join the IRD.

10 Risk Report: Staff

10.1 The Board deferred consideration of this paper to the next meeting.

11 Risk Report: ICT

11.1 The Board deferred consideration of this paper to the next meeting.

12 Draft Minutes of the Meeting on 20 October

12.1 The Board agreed the minutes.

13 Minutes of the House Committee on 12 October and draft Minutes of the House Committee on 2 November

13.1 The Board took note of the minutes.

14 Minutes of the BPG on 21 & 29 October

14.1 The Board took note of the minutes.

15 Minutes of PICTAB on 11 October

15.1 The Board took note of the minutes.

16 Minutes of HRSG on 11 October & 9 November

16.1 The Board took note of the minutes.

17 Minutes of House of Commons Management Board on 21 October

17.1 The Board took note of the minutes.

18 Millbank House fit-out phase

18.1 The Board took note of the paper.

19 BPG response to Workstream B report on “The Administration’s Strategy”

19.1 The Board took note of the paper. The Board supported the recommendation that the Internal Communications Manager be asked to produce a short, readable and visually attractive summary of the strategic plan for dissemination to staff.

20 Core Competences: Initial Report

20.1 The Board deferred consideration of this paper to the next meeting.

21 Staff Survey Action Plan

21.1 The Board agreed the Staff Survey Action Plan.

22 Green Travel Plan

22.1 The Board endorsed the Green Travel Plan and took note of the proposed paper to the Administration & Works Committee.

23 Report from the Senior Pay Panel for 2010

23.1 The Board took note of the report from the Senior Pay Panel and the representations that the Chairman had received about it. The Board agreed that the Clerk of the Parliaments and the Chairman of the Senior Pay Panel should prepare a response which the Board would consider by correspondence.

24 Pay remit 2011/12

24.1 The Board agreed the 2011/12 pay remit.

25 Progress Against 2010/11 Business Plan

25.1 The Board took note of the paper.

26 Awaydays

26.1 The Board agreed the awayday policy, took note of the feedback from the senior management awayday and approved the draft agenda for the management seminar.

Next Meeting: Wednesday 15 December at 10am

Secretary to the Management Board
25 November 2010

ACTION PLAN

Date	Minute item	Action	Responsible	Deadline/Status
July 2010	9	Discuss detail of Member Information & Communication Group	MGP, LHS, DRB, RHW	September 2010
Mar 2010 ii	6	Prepare Terms of Reference for staff qualifications VfM review for agreement by correspondence	SPB	September 2010
July 2009	18	Arrange training on communications for all managers	SPB	October 2010

Date	Minute item	Action	Responsible	Deadline/Status
Nov 2010	8	Create working group on Millbank House occupation by Offices; Inform Trade Unions	MGP SPB	December 2010
Oct 2010	5	Confirm Group on Communications with Members & ICG have considered provisions of the Members Handbook relating to treatment of staff	DRB, RHW	March 2011
Nov 2010	5	Report on cloud-based services feasibility study	JM	July 2011