



HOUSE OF LORDS

Business Plan of the House of Lords Administration 2025/26



Published by the authority of the House of Lords
HL Paper 100
24 March 2025

Contents

Foreword from Lord Speaker	1
Foreword from Clerk of the Parliaments	2
Introduction	4
Who we are	7
Our Governance	8
Priorities for 2025/26	9
The House	9
Our People	13
The Public	15
Our Estate	18
Risk and Performance Management	20
Risk Management	20
Performance Management	21
Financial Plan	22
Budget for the next year	22



Foreword from Lord Speaker

On behalf of Members of the House of Lords Commission, I would like to offer my thanks to all those involved in developing this Corporate Business Plan for the House of Lords Administration.

This is the first plan under the Administration's 2025/30 strategy and plays an important role in setting out priorities for the year to come.

Members' duties to scrutinise legislation and hold the executive to account could not be performed without the hard work of those whose support and services enable the House to run effectively. I would like to take this opportunity to express my gratitude to them all.

Lord McFall of Alcluith

Lord Speaker





Foreword from Clerk of the Parliaments

As we embark on the 2025–2026 year, it is my privilege to present the House of Lords Administration Corporate Business Plan.

As Clerk of the Parliaments, I am the Accounting Officer and Corporate Officer for the House of Lords as well as being the employer of my colleagues who work for the House. This Business Plan allows me to present to members of the House, to our people, and to the public some of our key activities and initiatives for the coming year.

I remain proud of the dedication and professionalism shown by colleagues in ensuring we continue to deliver the support and services that enable the House to run and its members to scrutinise legislation, investigate, debate and influence policy areas in the public interest, and hold the government to account.

This is the first plan under the new [2025–2030 strategy](#), aligning to the core purpose of supporting the UK's parliamentary democracy by delivering excellent services to the House and its members. We achieved many things in the course of our last five-year strategy and so I am excited about what we will be able to do as we deliver our new strategy.



This plan sets out how we will support and strengthen the work of the House and its members through our four strategic priorities: delivering excellent services that enable members to fulfil their parliamentary duties; being an inclusive, diverse and professional workforce; supporting greater public understanding of the House and its work and providing value for public money; and making Parliament safer, more secure, and sustainable. Safety in particular is of the utmost importance and the responsibility of us all; it is an absolute priority to ensure that everyone is safe, and that our estate is a place that inspires and supports the critical work of Parliament, now and in the future. This includes the development of fully costed proposals for Restoration and Renewal of the Palace of Westminster for members of both Houses to consider this year.

We have also done much work in collaborating on our shared services with the House of Commons and bicameral departments. In the year ahead, another key priority is working together effectively with our colleagues across Parliament to ensure best value for money across all of our work, providing effective services to members through efficient and supportive bicameral working. We will also conduct specific work on the effectiveness of the Lords Administration to ensure we are continuously improving how we work, how we deliver our services to members and how we support our people.

Looking ahead, I am confident that this plan, aligned with our new strategy, will similarly guide us in the delivery of our core priorities as we have done over previous years, while also providing a framework for how we meet the challenges and changes ahead. Like all my colleagues, I am also guided in my daily work by our values: inclusivity, respect, professionalism, and responsibility. These values will continue to be fundamental as we deliver our work in 2025/26 and ensure that we deliver the best possible outcomes to support the House.

I would like to express my gratitude to the many colleagues and members who have contributed to the development of this plan, and to all of us who will put it into practice. All feedback is, as always, welcomed.

Simon Burton
Clerk of the Parliaments



Introduction

The purpose of the House of Lords Administration is to support the UK's parliamentary democracy by delivering excellent services to the House and its members.

The following business plan sets out how we will fulfil this purpose in 2025/26. The House of Lords is made up of approximately 800 members, bringing together a wide range of experience and knowledge in order to scrutinise legislation, investigate, debate and influence policy areas in the public interest, and hold the government to account. Over 700 colleagues in the Lords Administration work together across a variety of roles to effectively enable the House and members to achieve this work. From advising on procedure and providing impartial briefings and advice to running estates work and providing catering, everyone is connected to our overall purpose.

This plan, guided by our new strategy for [2025–2030](#), presents our core work, priorities and initiatives for the year, and the resources we expect to need. It has been approved by the House of Lords Commission, and it represents our agreement with the Commission and our commitment to members about how we will support their work in 2025/26.

It introduces our new strategy and continuing values on page 5, followed by a high-level description of our offices and governance structures on pages 7 and 8. Pages 9–19 detail our priorities for 2025/26, including key initiatives for specific work we will be undertaken within each. Our priorities are aligned to our strategy, and are:

- The House: Delivering excellent services enabling members to fulfil their parliamentary duties
- Our People: Being a professional, inclusive, and diverse workforce, delivering a wide range of services
- The Public: Supporting greater public understanding of the House and its work and providing services that are value for public money
- Our Estate: Making Parliament safer, more secure, and sustainable

Finally, how we manage our risk and performance is explained on page 20, and our financial plan is summarised on page 22.



HOUSE OF LORDS

ADMINISTRATION STRATEGY **2025-30**

The role of the **House of Lords** is to scrutinise legislation, investigate, debate and influence policy areas in the public interest, and hold the government to account.

The role of the **House of Lords Administration** is to support the UK's parliamentary democracy by delivering excellent services to the House and its members.

OUR PRIORITIES



THE HOUSE

Delivering excellent services enabling members to fulfil their parliamentary duties



OUR PEOPLE

Being an inclusive, diverse and professional workforce, delivering a wide range of services



THE PUBLIC

Supporting greater public understanding of the House and its work and providing services that are value for public money



OUR ESTATE

Making Parliament safer, more secure, and sustainable

OUR VALUES



Inclusivity



Professionalism



Respect

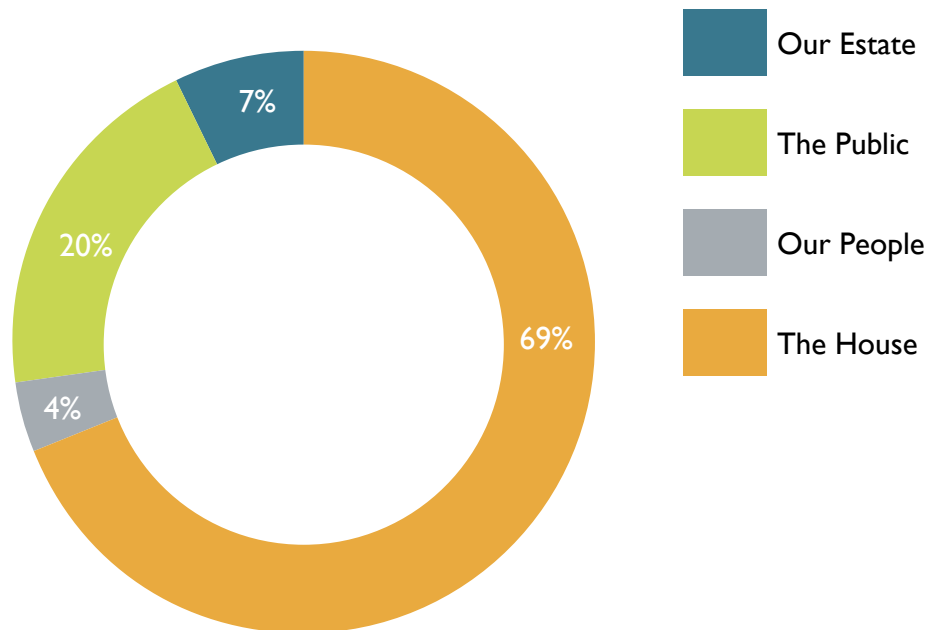


Responsibility

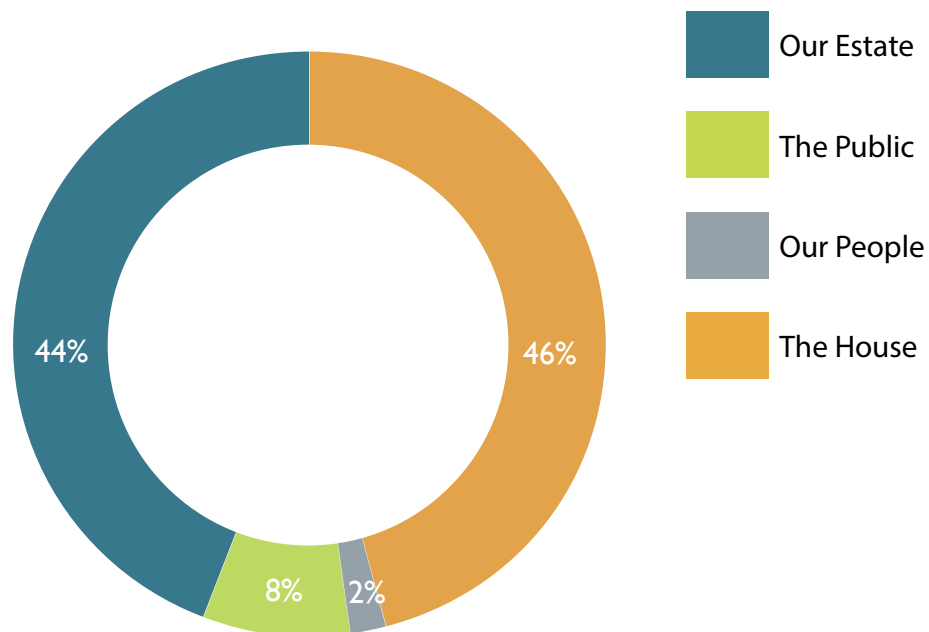


The following shows the approximate percentages of people working and resource expenditure within each of our strategy's priorities:

People



Resource expenditure





Who we are

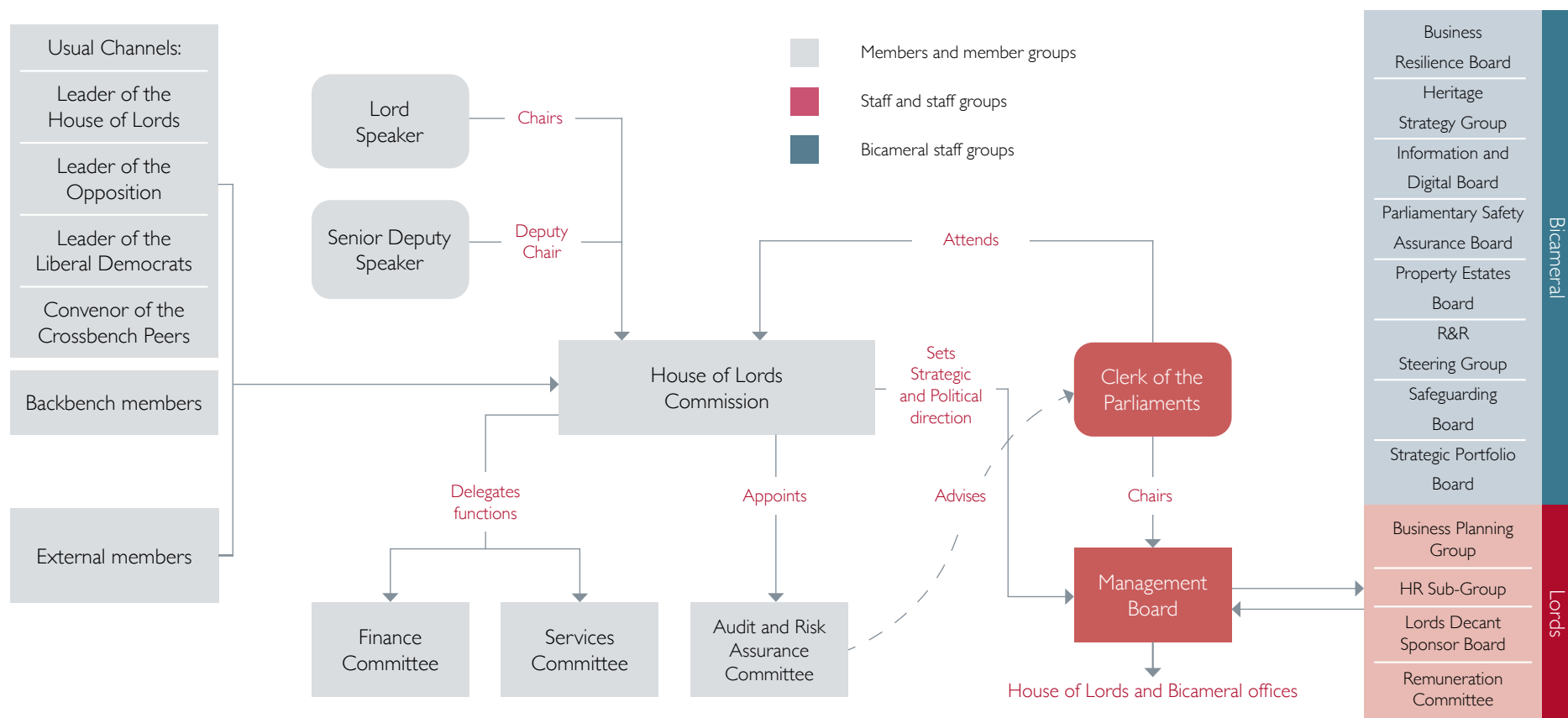
Colleagues across the Lords, working closely with bicameral and Commons colleagues deliver a wide range of services to support the work of the House and its members. The diagram below displays how we are organised to deliver these key services:





Our Governance

Our governance structures are set out below. The full membership of the House feeds into the governance structures particularly through the House of Lords Commission, with the Commission working on behalf of the House to provide high-level strategic and political direction for the Administration. The membership of the Commission includes the Leader of the House, the Leader of the Opposition, the Convenor of the Crossbench Peers, the Leader of the Liberal Democrats, the Chair of the Audit and Risk Assurance Committee, the Chair of the Services Committee, and the Chair of the Finance Committee. The Commission has also agreed a governance framework that provides additional detail and describes the roles, responsibilities, accountabilities, and statutory duties of the various aspects of the House's corporate governance.





Priorities for 2025/26

The House

Supporting the House and members through the delivery of excellent services is fundamental in ensuring we achieve our overall purpose. Much of our core or business as usual work is in pursuit of this goal, and encompasses a wide range of activity involving many of our colleagues including, but not limited to:

- supporting all business in the Chamber and Grand Committee
- supporting and promoting the House's committee work
- providing impartial research, reference, and resource services to members
- supporting key office holders within the House such as the Lord Speaker, the Senior Deputy Speaker, the Convenor of the Crossbench Peers, and the Deputy Speakers
- ensuring the facilities that enable the House and members to work are suitable, reliable and meet members' needs
- providing fit for purpose digital services that enable members and colleagues to work effectively

Our work supporting the House and its committees is highly-rated in member surveys and we will continue to build on these strong foundations.

In addition to these significant core services and functions, in 2025/26 we will work to meet new challenges and deliver improvements to the way in which we deliver our services. We are making plans to support the House through any changes to membership, including through enhanced induction processes for new members. We also expect there to be a greater number of long sittings in the second year of this new Parliament. We will ensure that we are providing support that is effective and resilient in order to meet these expectations.



In part to meet these expectations, we are working hard to improve resilience of staffing in offices supporting the Chamber, Grand Committee, and select committees. Apart from supporting core business, it will also offer greater career development opportunities for staff. In 2025/26, this will include:

What	How	Who	When
Improve support for and resilience of the Chamber, Grand Committee and select committees	<ul style="list-style-type: none">i. Produce a new Chamber and Grand Committee resilience plan to ensure business continuity of the work of the House is considered at the heart of all services and projectsii. Develop a series of staffing initiatives in procedural offices to create a community of colleagues with experience of a range of proceedings; enhance resilience across offices; and over time increase development opportunities for colleagues. Actions include a programme of shadowing and placement opportunities, pooled recruitment, and the development of a voluntary managed moves process.	Committee Office, Legislation Office, Journal Office, Clerk of the Parliaments' Office	Delivery of first actions by Q4, with the aim to develop this initiative as a continuing activity



Working effectively in collaboration with members will also allow us to best respond to changing needs and deliver flexible and quality services. Critical to that is promoting transparent communication and engagement with members across the House, and ensuring that we look for opportunities to continually improve our effectiveness:

What	How	Who	When
Improve effective engagement with members in the delivery of services and respond to the needs of the membership	A range of iterative improvements focusing on regular and effective communication with members, embedding reliable processes for gathering member views and improving support for offices' interactions with members to develop and support member engagement in decision-making	Led by the Clerk of the Parliaments' Office and the Communications Office in collaboration with other offices	Throughout 2025/26
Continued improvement to ensure the work of the Administration matches good practice elsewhere	Provide assurance that the learning from the External Management Review continue to contribute to the Administration's organisational effectiveness	One of the Commission Non-Executive Directors to carry out an assessment, supported by the BIC team and using a small group of members as a sounding board to support and advise the review	Complete assessment by end of Q1

Providing effective digital solutions to better support the work of the House and members is also a significant strand under this priority. [Parliament's Information and Digital Strategy \(2024/27\)](#), focusing on delivering reliable digital services to members and colleagues, and maximising the potential of our information and data, will enter its second year. Teams across Parliament will continue work to deliver and embed key activities of the strategy, including ensuring that we continue to treat our information and data as a vital asset, aligned to each of the strategy's core themes: Transform, Modernise, Enable, and Protect.



In addition to this strategy-led work, we will also be progressing work against a range of digital initiatives that will support the work of members and the House:

What	How	Who	When
Provide improved and enhanced products for enabling parliamentary work by allowing members to table business electronically, and improving digital co-operation between Parliament and Government on legislation and questions.	Through more agile and responsive planning, prioritisation and funding, continue to enhance digital support to the work of the House, including legislation, journal, committee and registrar products.	Parliamentary Digital Service in collaboration with Parliamentary Services offices	Throughout 2025/26, deadlines dependent on prioritisation and specific project timelines
Improved WiFi coverage for the Palace of Westminster	Commence phase 2 of the Network and WiFi project	Parliamentary Digital Service	Q4



Our People

Valuing and developing professional expertise and becoming an inclusive, diverse, and professional workforce is crucial to delivering a wide range of excellent services to the House and members. Activity over the coming year within this priority will seek to develop and support colleagues, ensuring they feel encouraged and motivated in their career.

Our People Strategy plays a core role in ensuring that the House of Lords is a great place to work, and there is a range of work we will deliver and implement over the coming year. This includes building collaboration across teams, supporting people to develop their career, and developing leaders and managers to help everyone thrive:

What	How	Who	When
Developing managers and senior leaders to deliver effective performance	Manager and leadership development programmes, improved specialist training in Lords procedure, improving recruitment, performance management and support for wellbeing	Human Resources	Q3
Increase diversity within senior roles to reduce the gender and ethnicity pay gaps	Complete the Pay Gaps Action Plan, including supporting women returning to the workforce and transferable skills for non-desk-based staff	Human Resources	Q4
Launch new HR and Payroll system (iTrent) with streamlined processes and improved reporting	New HR processes and greater self-service for managers and employees, including non-desk-based colleagues	Human Resources, Finance Department, Parliamentary Digital Service	Q3

We will also continue to support and encourage the development of digital skills and capabilities both within digital roles and in roles across Parliament. We have recently launched a Digital and Data Skills Centre of Excellence to empower everyone in Parliament with the digital knowledge and skills needed in a modern work environment, and this will



continue to grow and develop in 2025/26 in order to meet colleagues' needs. We will also be looking to appropriately use and make the most of new ways of working and emerging technology, including Artificial Intelligence, and will ensure that colleagues have the skills needed to do so.

Improving engagement and support for non-desk-based colleagues will be essential in maintaining a well-supported workforce that delivers effective collaboration and resilience within our teams. In the coming year, for colleagues in these roles we will seek to improve access and availability to IT, create appropriate IT training and development plans, and create effective engagement channels to ensure all colleagues receive consistent and regular access to information and communications.



The Public

Engaging and informing the public of the work of the House and its members will continue as a key strand of work through 2025/26. We deliver a range of activity and use a variety of channels to increase awareness, improve understanding and promote and demonstrate the work and impact of the House and its members across the UK. In supporting greater public understanding, we will also look to enhance the reputation of the work of the House. Our communications strategy is key for this work, and in 2025/26 we will deliver a new strategy that will enable us to effectively engage the public – including the approximately one million public and visitors who visit each year – with the work of the House and will promote a shared sense of ownership of our external-facing communication and engagement goals amongst members and colleagues:

What	How	Who	When
Effectively engage the public with the work and value of the House and its members, and increase opportunities for the public to engage directly with the work of the House	Roll-out a new House of Lords Communications and Engagement Strategy, delivering a detailed set of new activities commencing in the first full year of the strategy to advance agreed strategic communication objectives	Communications, Lord Speaker's Office	Q4 – conduct a formal evaluation of new activities and a review of progress against key objectives, and to agree targets and initiatives for 2026/27
	Deliver a number of Lord Speaker-led initiatives, also drawing on the experience of members, to highlight the work of the House, including through inter-parliamentary engagement, podcast and lecture series, external talks, and media engagement		Lord Speaker initiatives throughout 2025/26, with a Q2 review point



Our engagement with the public also extends to our responsibilities towards our heritage collection and archives. The Archives Relocation Programme, which has supported the relocation of Parliamentary Archives to The National Archives, will conclude in Autumn 2025. By delivering on Parliament's partnership with The National Archives beyond the end of the Programme, we will ensure the Parliamentary Archives are more widely accessed and safeguarded in perpetuity for the public.

We are responsible for spending and managing public money, and delivering sustainable and professional commercial practices are a key part of ensuring we are acting as responsible stewards of public money. The commercial function in Parliament has been updating its operating model to make improvements and ensure that we are delivering positive outcomes through best value and socially responsible commercial activity:

What	How	Who	When
Continue to improve procurement and support the deepening of Parliament's contract management skills and commercial acumen	Establish the Parliamentary Commercial Directorate (PCD) as a joint department under the Parliament (Joint Departments) Act 2007	Parliamentary Commercial Department, in collaboration with the Clerks, Finance and HR departments of both Houses	Timelines for establishing a joint department are to be confirmed
	Continue to progress the ongoing Fast Forward improvement programme	Working closely with departments across Parliament to achieve value for money procurements and effective contract management through the Fast Forward programme	Ongoing Fast Forward programme throughout the year in line with plan for 2024/25



Embedding effective governance, risk, and financial management also enables us to best ensure we are making appropriate decisions that are ensuring best value for public money. In 2025/26, we will look to particularly improve our performance management processes across the year to better understand, demonstrate, and improve the Administration's performance in providing effective services to members and ensuring that those services are delivering value for public money.

What	How	Who	When
Develop improved processes for demonstrating strategic performance	Review and improve our corporate performance management framework to ensure it provides enhanced management information for offices and an effective organisational overview for the Management Board, Finance Committee, and others	Clerk of the Parliaments' Office	Throughout 2025/26 with in-year deliverables <ul style="list-style-type: none">• Review and amend core KPIs by Q2• Deliver revised corporate performance framework by Q3• Deliver new performance scorecard by Q4



Our Estate

The Restoration and Renewal (R&R) Programme will continue in 2025/26 as a crucial programme of work to protect and preserve the Palace of Westminster for future generations. This complex programme involves colleagues and members across Parliament, and the Lords R&R team will work closely with the R&R Client Team, the Delivery Authority, and other parliamentary teams to support this work. 2025 will be a pivotal year for the Programme, as colleagues across Parliament develop fully costed options for members of both Houses to consider:

What	How	Who	When
Preserve the Palace of Westminster for future generations	Prepare a report on costed proposals for R&R options for consideration by both Houses	R&R Client Team	Q3 – Publish costed proposal report
	Provide support to the R&R Client Board	Clerk of the Parliaments' Office (R&R Team), Lord Speaker's Office	

There are also several projects continuing in 2025/26 aimed at maintaining, repairing, and restoring buildings and features across the parliamentary estate to ensure the estate continues to be safe and fit for purpose. This includes the Victoria Tower programme:

What	How	Who	When
Support the Victoria Tower Project which will repair the exterior of the tower	Facilitate the Victoria Tower scaffold build to enable surveying, repairs, and refurbishments to the historic stonework, glazing, and roof	Property and Office Services (in collaboration with key Commons and bicameral teams)	Q2 for scaffold build

Across all our work and throughout our project and programmes, we are committed to achieving environmental sustainability, working closely with the House of Commons and bicameral services to do so. Our commitments and targets to manage environmental sustainability are a vital part of our overall strategy to achieve Parliament's goals and objectives.



In addition to our environmental efforts, we are committed to ensuring that the parliamentary estate remains a safe place to work, working with colleagues across Parliament to do so. Parliament's Safety Transformation Programme, launched in 2024, aims to embed a positive and open safety culture. Key deliverables of the programme include consistency of approach in safety practice across the estate, making safety 'everyone's business', and fostering a culture of openness and transparency.

What	How	Who	When
To embed a positive and open safety culture across both Houses	Through the Safety Transformation Programme and associated assurance initiatives	Led by the Safety Transformation Board	Q4, but subject to regular updates to the Lords Management Board and the Audit and Risk Assurance Committee (ARAC)

The Parliamentary Security Department (PSD) works to keep the parliamentary community and estate secure. Alongside ongoing continuous improvement activity across PSD teams, 2025/26 will see a number of new initiatives embedded or implemented. This will include ongoing work to implement the Physical Security Target Operating Model to maximise the security benefits of Parliament's investment in security infrastructure, while further developing our operational partnership with the Metropolitan Police Service. We will also implement a new automated access control system, and complete the second phase of the Security Vetting Programme which will complete digitisation of the vetting process and enhance vetting assurance. In 2025/26:

What	How	Who	When
Reduce the risk of attack or unauthorised incursion or fire on the estate	Implement the final security operations staffing phases of the target operating model	Parliamentary Security Department	Q4
Embed a dynamic, threat-led, risk-based approach to parliamentary security	Implement agreed bicameral approach for visitor management in Parliament	Parliamentary Security Department	Q4

Hand in hand with physical security goes cyber security and our priorities here remain keeping those working on the estate and remotely cyber secure. Activity in 2025/26 will centre on the ongoing operation of the cyber target operating model, targeted awareness campaigns, continual improvements in our cyber defences, and initiatives that enable the parliamentary community to work safely and securely.



Risk and Performance Management

Risk Management

Effective risk management supports our decision-making and enables effective delivery of our yearly corporate business plan and our strategy (2025/30). Each of our principal risks link to a strategic priority and the House of Lords Management Board monitors and reviews principal risk updates including causes, effects, controls, appetites, scores, and mitigating actions on a quarterly basis. This ensures that we remain sighted on any significant changes that could potentially affect our ability to achieve our strategic objectives. To support the quarterly reviews of our principal risks, the Board has in place a programme of 'deep dive' reviews at least once a year, into each principal risk to consider progress made to date and anything on the horizon which could present challenges or opportunities linked to our principal risks.

Where our priorities are aligned with our principal risks

Risk Categories	Priorities			
	The House	Our People	The Public	Our Estate
Cyber	X			X
Security	X	X	X	X
People	X	X		
Infrastructure	X		X	X
Financial	X	X	X	X
Restoration and Renewal	X	X		X
Health & Safety	X	X	X	X

The Business Planning Group supports the Board to maintain our risk management framework, monitor the risk landscape, and update and refresh our processes as necessary. Risk relating to Parliament's portfolio of major programmes and projects are overseen by the bicameral Strategic Portfolio Board and assurance on our Administration's risk management processes is provided by the Audit and Risk Assurance Committee.



Performance Management

The Management Board and Finance Committee assess performance against the strategy's objectives by monitoring progress against corporate key performance indicators (KPIs) and against each of the initiatives detailed in this business plan on a quarterly basis.

We review our KPIs on a yearly basis to ensure they remain suitable to enable the Board to assess performance and that they remain in alignment with the strategic and political direction provided by the Commission and the priorities of the Lord Speaker.

The Board also regularly monitors the performance of key bicameral and Lords-only programmes and projects, with support from the bicameral Enterprise Portfolio Management Office. Value for money of projects and programmes is assessed as a part of the business case approach and the Audit and Risk Assurance Committee receive assurance including through the internal audit work programme that the systems of risk management, internal control, and governance support value for money across all our activities. As particularly reflected in the "Our People" priority of our strategy, we will remain mindful of the importance of value for money and perform our role with a focus on efficiency, economy, and effectiveness.



Financial Plan

The business plan is underpinned by a financial plan which was agreed by the Commission in December 2024. Much work and expenditure is bicameral and our financial planning is co-ordinated with the House of Commons.

Budget for the next year

The House of Lords' financial plan covers a three-year period, and the plans for the next three years are as follows:

	2025/26 £m	2026/27 £m	2027/28 £m
Resource	169.2	172.6	173.9
Non-cash ¹	12.5	12.6	12.6
Capital	38.0	51.4	51.4

Beyond the core activities of the House there are significant costs relating to:

- Estates costs – including the Mechanical, Electrical, Public Health and Fabric Safety Programme (relating to infrastructure and safety), accommodation refurbishments, and conservation work;
- Digital costs – including supporting the digital operating model in Parliament and demands for new projects and programmes, and;
- Security – including the security costs of the Metropolitan Police relating to Parliament.

The tables below break down the 2025/26 figures by our priorities:

Resource ²	2025/26 £m
The House: Delivering excellent services enabling members to fulfil their parliamentary duties	84.2
Our People: Being an inclusive, diverse and professional workforce, delivering a wide range of services	4.4
The Public: Supporting greater public understanding of the House and its work and providing services that are value for public money	12.8
Our Estate: Making Parliament safer, more secure, and sustainable	80.3
Total	181.7

¹ Non-cash items include depreciation costs and the audit fee

² Including non-cash items



Capital	2025/26 £m
The House: Delivering excellent services enabling members to fulfil their parliamentary duties	7.2
Our People: Being an inclusive, diverse and professional workforce, delivering a wide range of services	-
The Public: Supporting greater public understanding of the House and its work and providing services that are value for public money	0.1
Our Estate: Making Parliament safer, more secure, and sustainable	30.7
Total	38.0

