



HOUSE OF COMMONS



# **Corporate Business Plan 2013/14 – 2015/16**

House of Commons Management Board  
April 2013



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## Foreword

All of us in the House of Commons Service can take a great deal of pride in the achievements of the last year, which included:

- preparing for, and playing our part in, the historic visit of The Queen on the occasion of her Diamond Jubilee;
- the House's endorsement of our financial plans for the remainder of this Parliament;
- completion of the initial study of what needs to be done to restore and renew the fabric of the Palace of Westminster;
- the support of very high-profile select committee inquiries, including phone hacking and banking standards;
- excellent progress in implementing the financial management improvement programme;
- a highly successful and ambitious Parliament Week 2012, building on the experience of Parliament Week 2011;
- encouraging progress on the Print to Web programme, which has included a growing number of select committees going paperless;
- playing our part in the high profile visit of Aung San Suu Kyi to Westminster;
- ensuring minimal disruption to our business from the Olympic and

Paralympic Games (while also taking pride in the number of our staff who were Gamesmakers);

- producing a first-class new guide to the Palace of Westminster, using the skills of a wide range of staff.

These are only a few of the highlights of the last year, and they are things which were achieved while we were all providing the services which support the House and its Members in the challenging and unpredictable parliamentary environment. I was especially pleased to hear, in the debate on our financial plans, Members expressing such warm appreciation for what the House Service does.

The emphasis of this Business Plan for the House Service for 2013/14 - 2015/16 is on delivery. We are great at providing our services day by day in everything from catering to economic research, and we will need all our expertise to support the House over the remainder of the Parliament. But, in addition, we will need to work even more effectively together to deliver significant improvements, and to make sure that things happen when we say they will.

I see some of the key things over the rest of this Parliament as:

**Enabling more effective scrutiny of the Executive.** The Committee Office programme will find further ways to improve the effectiveness of the support that we provide to select committees, and we will respond to the Liaison Committee's aspirations for better scrutiny. We will also implement the Question and Answer Project for electronic transmission of questions

and answers (and in due course other documents) between Parliament and Whitehall departments.

**Managing and developing our people better, to ensure that the House remains an outstanding organisation which staff are proud to work for.** We will respond to challenges identified by the 2012 Investors in People report by changing the way we support learning and development, so that we nurture the skills and talents of all our staff. We shall provide much greater clarity about what we expect of our leaders and managers and support them in reaching that standard.

**Establishing an Education Centre.** This has been an aspiration for years, and now we must deliver, by September 2014, a Centre which will allow us to increase to 100,000 the number of school pupils who can come and see Parliament for themselves on our Education Service visits.

**Developing and implementing a new system of pay and reward.** A system that rewards staff for the jobs they do and the hours they work in a way that is acknowledged to be fair and transparent, and which better recognises the contribution that people make.

**Supporting the Commission, and then the House, in taking decisions about the future of the Palace of Westminster.** We will ensure that the House of Commons Commission, together with the Lords House Committee, have a wholly independent

options appraisal and an outline business case for the next steps. Ahead of the next major decision point, we will continue our efforts to maintain the Palace through the Mechanical and Electrical programme whilst building on our already impressive environmental performance.

**Delivering the Savings Programme.** Now that the House has endorsed our plans we must deliver the savings we have promised. We will do this through a combination of: changing the way we do things to make us more efficient; making the best use of fast-changing developments in ICT, including cloud-based provision; and upping our game to generate more income, from tours, souvenirs, and trialling the hiring of some facilities on the House of Commons part of the Estate to the public when the House is not sitting.

**Preparing for the new Parliament.** We will be ready to support the 2015 Parliament, whatever the outcome of the General Election, providing new Members with a first-class induction and giving both new and returning Members support and specialist briefing tailored to their needs.

This is already an ambitious list, and it is not exhaustive. The last year has shown how effectively we can work together, deploying our skills, expertise and energy. That gives me absolute confidence that we can meet the challenges of the rest of this Parliament.

Robert Rogers  
Clerk of the House and Chief Executive

# INTRODUCTION

## Why we are here

We in the House of Commons Service provide a politically impartial service to all Members of Parliament. We support, inform and record the work of the House of Commons as an elected parliamentary Chamber. We make the House's work and information about that work accessible to the general public, while maintaining the heritage of parliamentary buildings and documents in trust for the public and future generations. We also contribute to parliamentary democracy by sharing our knowledge with parliaments and assemblies worldwide.

## What we do

The House of Commons is served by five House of Commons departments and one department which is managed jointly with the House of Lords. The work of each department is described briefly below. More information – including details of the smaller offices within the House Service – is in Annex 1.

**Chamber and Committee Services:** provides secretariat, advice, procedural, reporting and other services that support the work of the Chamber and committees, and supports the House's international relations. It also has operational responsibility for security within and access to the House of Commons part of the Parliamentary Estate, working closely with the Parliamentary Security Director<sup>1</sup>.

**Facilities:** provides the accommodation, logistics, catering, estate and asset management, environmental management, fire safety and other facilities required by the House; and develops and maintains the infrastructure and fabric of the buildings of both Houses.

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<sup>1</sup> The Parliamentary Security Director sits outside the departmental structure and reports directly to the Speakers of both Houses.

**Finance:** leads on financial strategy, financial management, and the Savings Programme, and provides commercial, pensions and payroll services to the House Service.

**Human Resources and Change:** supports the House Service in managing its staff capability, including recruitment, pay and conditions, learning and development, diversity, and change management.

**Information Services:** informs the work of the House and its Members; and seeks to engage the public in the work Parliament does.

**Parliamentary Information and Communications Technology (PICT):** a joint department with the House of Lords which provides information and communications technology services to both Houses of Parliament.

The House Service has a stewardship role in supporting and strengthening the House of Commons as an institution. It works to make the House more effective in its parliamentary functions. The stewardship role similarly applies to maintaining the fabric of the House of Commons – the buildings and heritage assets.

The House Service functions in accordance with the decisions of the House of Commons Commission, which has delegated management of the House Service to the House of Commons Management Board under the leadership of the Clerk of the House (who is also Chief Executive). The Board is made up of the heads of the five House departments, the Director of PICT, and two non-executive members. More information about the governance of the House of Commons is available on Parliament's website.

## **What we believe in**

Our core values are:

**INTEGRITY** – We serve the House of Commons, its committees and Members, and the public, with honesty, probity and political impartiality.

**PROFESSIONALISM** – We strive for excellence, effectiveness, efficiency and accuracy, remaining always open-minded on the prospects for better ways of delivering our services. We seek to be responsive to changing requirements, and to be outward looking.

**TEAMWORK** – We value a cooperative approach, based on mutual support, trust and respect.

**RECOGNITION** – We are committed to maximising personal development, to valuing diversity and the contribution of all individuals, and to equality of opportunity.

**COMMITMENT** – We seek to ensure that the House of Commons is a good place to work, recognising the importance of maintenance of work-life balance, and seeking to get the most out of the jobs we do.

More information about our work on developing our staff and on becoming a more diverse and inclusive organisation can be found on pages 39-40.

## SETTING THE DIRECTION

### Vision: where we aim to be

The House of Commons Commission endorsed a strategy for the House Service in June 2010, which was updated in February 2013. Our vision for 2013-17 is that:

- The House of Commons will be valued as the central institution in our democracy: effective in holding the Government to account, scrutinising legislation, and representing the diverse views of the electorate. It will be seen both in the UK and abroad as a model of good practice and innovation, and will provide value for money.
- Members of Parliament will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.
- The House Service will have earned the respect of Members of Parliament and of the public for our independence, integrity and professionalism and for our commitment to making Parliament work ever more effectively. We will be seen as efficient, responsive, diverse and inclusive. We will feel proud to work here and confident that our contribution is valued.
- We will be engaged on an agreed plan of work to ensure both that the Palace of Westminster is preserved for future generations and that Parliament has the accommodation it needs to operate in a modern democracy.

### Strategy: how we will get there

To achieve our vision we have four strategic goals:

- 1) To make the House of Commons more **effective**.
- 2) To make the House Service more **efficient**.
- 3) To ensure that Members, staff and the public are **well-informed**.
- 4) To work at every level to earn **respect** for the House of Commons.

These are deliberately high-level goals that serve as a guide to all that we do. Many of our day-to-day activities and programmes for development support more than one goal. All staff should be able to reflect the four goals in their work.

## Planning context

This business plan is consistent with decisions taken by the House of Commons Commission on 10 December 2012 on savings in particular and to the Medium Term Financial Plan (covering 2013/14 to 2016/17) generally. For planning purposes the Estimate is assumed to be flat in real terms after 2014/15, with inflation being added at 2%. The Management Board, the Finance and Services Committee, and the Commission are due to consider the financial remit for 2014/15 and beyond in April 2013.

There are a number of significant policy issues on the horizon that may have a bearing on the business plan, and also on budgets. It is not possible to quantify the financial impact of these at the moment:

- Palace of Westminster restoration and renewal. In October 2012 the Commission (and House Committee in the Lords) acknowledged the urgency of the condition of the Palace and ruled out doing nothing. Regardless of the ultimate course of action, the restoration and renewal of the Palace will have a profound effect on all who work here. It will also have considerable implications for many other programmes, including ICT strategy, accommodation strategy, network refresh and fire safety work. There may also be the possibility of obtaining temporary decant accommodation to consider.
- Increasing the proportion of the Estate that is freehold property.
- Any further significant changes to sitting hours.
- Staff pay, reward and pensions issues (including how continued public spending austerity might affect pay, and progress with plans to transfer House staff into the main Civil Service pension scheme).
- Developments in public engagement (public reading stages for bills, e-petitions, expanding education and outreach, and increasing visitor numbers).
- Progress in providing an Education Centre at Westminster – either in temporary accommodation or something more permanent.
- Plans to mark significant anniversaries in 2015, principally Magna Carta and De Montfort's Parliament.

# 2013/14 TO 2015/16: SUMMARY

This is a three-year plan, and the actions for 2013/14 are necessarily firmer than those for later years. Key milestones are summarised in the table below.

## Key milestones for 2013/14 to 2015/16

Making the House of Commons more EFFECTIVE	
2013/14	<ul style="list-style-type: none"><li>• Advising the Procedure Committee in its inquiries, in particular into possible changes to (a) Private Members' Bills procedures and practices and (b) programming of legislative business.</li><li>• To take forward the agreed proposals and conclusions of the November 2012 Liaison Committee Report on select committee powers and effectiveness.</li><li>• To bring to completion plans for a single Production Unit for procedural data intended for use in House business papers.</li><li>• To develop a new web-based PQ tabling and answering system and an EDM system which is accurate, efficient and meets the needs of Members and Government departments.</li><li>• To make the most of Committee Office and Library resources by trialling co-location.</li><li>• Negotiate and implement agreement with Government on the future status of the Intelligence and Security Committee.</li></ul>
2014/15	<ul style="list-style-type: none"><li>• Complete the planning for the induction and training of new Members after the General Election.</li></ul>
2015/16	<ul style="list-style-type: none"><li>• Deliver induction and training for newly-elected Members after the General Election.</li></ul>

## Making the House Administration more EFFICIENT

2013/14	<ul style="list-style-type: none"> <li>• Ensure the Commission's target for the 2014/15 Estimate is delivered, and monitor and update as necessary the Medium Term Financial and Investment Plans.</li> <li>• Complete procurement improvement plan.</li> <li>• Complete the negotiation and preparation for the merger of the House staff pension scheme with the Principal Civil Service Pension Scheme (PCSPS).</li> <li>• Design and implement a time accounting system.</li> <li>• Further develop and start implementing a new pay and reward strategy.</li> <li>• Begin fully costed option appraisal for Palace restoration and renewal.</li> <li>• Install wireless internet access across the Parliamentary Estate.</li> <li>• Complete network convergence feasibility study and outline business case.</li> <li>• Develop plans to host email, office applications and user files in the "cloud".</li> </ul>
2014/15	<ul style="list-style-type: none"> <li>• Develop new spending targets for 2015/16 onwards, alongside the review of the House Strategy.</li> <li>• Prepare the Estimate for 2015/16 for agreement by the Commission in December 2014, and refresh the medium term plans.</li> <li>• Complete and close the Savings Programme.</li> <li>• Achieve reduction in expenditure on SCS grades by £1 million and SCS staff numbers by 10-15% compared to 2010/11.</li> <li>• Effect the merger of the House staff pension scheme with the PCSPS.</li> <li>• Complete implementation of new pay and reward strategy.</li> <li>• Complete fully costed option appraisal for Palace restoration and renewal.</li> <li>• Scrutiny by both Houses of options for Palace restoration and renewal.</li> <li>• Transformed PICT structure and services in place.</li> <li>• Plan for ICT services post-2015 election.</li> <li>• Open new Houses of Parliament shop at 53 Parliament Street.</li> </ul>
2015/16	<ul style="list-style-type: none"> <li>• Prepare the Estimate for 2016/17 for agreement by the Commission in December 2015, and refresh the medium term plans.</li> <li>• Conclusion of scrutiny by both Houses of options for Palace restoration and renewal.</li> <li>• Outline business case agreed for Palace restoration and renewal.</li> </ul>

## Ensuring that Members, staff and the public are WELL-INFORMED

2013/14

- Develop our plans for the General Election.
- Ensure that a new audio-visual strategy is accepted and implemented so that A/V material is recognised by users as being of the same quality as the written record.
- Achieve Investors in People re-accreditation by November 2013 and plan a rolling review until 2015.
- Introduce a core competency framework in April 2013 to define the necessary behaviours for job roles and to assist in developing career paths for staff.
- Develop new ways to identify and nurture talent within the House Service.
- Develop a programme to provide all staff with the opportunity to experience core parliamentary business at first hand.
- Procure and develop a Learning Management System (a software application for the administration, documentation, tracking, reporting and delivery of learning and development) by 2014.
- Host a successful TEDx Houses of Parliament event in June 2013.

2014/15

- Complete the planning for the induction and training of new Members after the General Election, ensuring that the needs of standing-down and defeated Members are met.
- Consolidate the new competency framework and develop technical competencies in partnership with appropriate directorates.
- Evaluate the Leading for Parliament programme to demonstrate 'return on investment' (150 participants over three years).
- Continue development of the Learning Management System.
- Implement talent management system.
- Open a new Education Centre to increase the number of school children able to visit Parliament.

2015/16

- Deliver induction and training for newly-elected Members after the General Election.
- Achieve liP re-accreditation.

Working at every level to earn RESPECT for the House of Commons	
2013/14	<ul style="list-style-type: none"> <li>• Launch the Clerk's Apprentices Scheme, offering 12-month long placements for up to ten young people.</li> <li>• Continue to support the Speaker's Placement Scheme by providing the Parliamentary Assistants with one day per week working in House departments.</li> <li>• Host G8 Speakers' Conference.</li> </ul>
2014/15	<ul style="list-style-type: none"> <li>• Provide ten further places to young people under the Clerk's Apprentices Scheme.</li> <li>• Begin delivery of programme of events / activities to celebrate the 800th anniversary of Magna Carta and the 750th anniversary of Simon de Montfort's Parliament.</li> </ul>
2015/16	<ul style="list-style-type: none"> <li>• Complete delivery of programme of events / activities to celebrate the 800th anniversary of Magna Carta and the 750th anniversary of Simon de Montfort's Parliament.</li> </ul>
In addition to the specific initiatives listed here under the "respect" heading, successfully achieving the milestones listed under the other three strategic goals will contribute to earning respect for the House of Commons.	

The following four sections highlight the major areas of development, based on the four strategic goals of making: the House of Commons more effective; the House Service more efficient; Members, staff and the public well-informed; and working at every level to earn respect for the House of Commons.

## MAKING THE HOUSE OF COMMONS MORE EFFECTIVE

Ensuring the effective operation of the Chamber, Westminster Hall and Committees lies at the heart of what the House Service does. The endorsement by the House of the House of Commons Reform Committee report *Rebuilding the House*<sup>2</sup> (the “Wright Report”, published in autumn 2009) marked a step change in the House’s desire to make itself more accountable to the public and to increase its effectiveness.

The role of select committees has been reinvigorated in the new Parliament, not least through the direct election of committee Chairs by the House. At the same time, new technology offers the potential to give the public better access to committees. More recently, the Liaison Committee has examined the effectiveness, resources and powers of select committees.

### **Supporting the House in implementing reforms to the way in which the Government is held to account and in strengthening the scrutiny of legislation**

The Procedure Committee is currently holding inquiries into possible changes to Private Members’ Bill procedures and practices and the programming of legislative business. We will advise the Committee in its work, providing a coherent account of possible changes and giving practical effect to any changes agreed by the House.

We will develop and introduce a new bicameral web-based PQ tabling and answering system that is accurate, efficient and meets the needs of Members and Whitehall departments. This will allow both Houses of Parliament and all Answering Bodies to electronically exchange questions for written answer, their associated answers, Notices of Ministerial

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<sup>2</sup> *Rebuilding the House*, HC 1117 2008-09, House of Commons Reform Committee.

Statements and Written Ministerial Statements. This will facilitate the electronic distribution of Questions (PQs) and Answers to Members and other stakeholders and straight-to-web publication on Parliament's website.

The Liaison Committee reported on the powers and effectiveness of select committees in November 2012<sup>3</sup>, and recommendations for strengthening the role of committees were endorsed by the House on 31 January 2013. We will take forward proposals which fall to the House Service. We will also set in train work to develop a vision for the select committee system to put to a new Commission in 2015.

Aside from procedural changes, we will implement a programme within the Committee Office to deliver new technical capabilities and accompanying organisational and management changes. This will ensure that the Committee Directorate can support the work of committees and effective scrutiny, making the best possible use of the resources and technology available. It will introduce a 'digital first' approach to committee publications, papers and communications, and in doing so will:

- Make oral and written evidence to committees more readily accessible to the public.
- Provide Members with easier access to committee documents.
- Save staff time.
- Use IT more effectively.
- Make work more interesting and rewarding, with less proof-checking and more responsibility for website content.
- Reduce costs.

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<sup>3</sup> *Select Committee Effectiveness, Resources and Powers*, HC 697 2012-13, House of Commons Liaison Committee.

The Backbench Business Committee was established in 2010; this was a key part of implementing the House of Commons Reform Committee report *Rebuilding the House*<sup>4</sup> (the “Wright Report”). It is the first business committee of any kind to be established by the House and gives backbench Members an opportunity to bring forward debates of their choice. The committee can consider any subject for debate in the main Chamber or Westminster Hall on allocated days, including those raised in e-petitions or national campaigns; however, a Member must make the case for their consideration. The House Service will continue to provide support to the Backbench Business Committee, and to help shape its development.

One of the recommendations of the Wright Report that is yet to be implemented is the establishment of a House Business Committee. We will provide advice and support in giving effect to the Coalition Agreement commitment to establish a House Business Committee by the third year of the Parliament.

### **Supporting initiatives that develop new ways to represent the diverse views of the electorate**

We will continue to participate in the advisory group for the Government’s “Access to Elected Office for Disabled People” scheme. This scheme provides additional support for disabled people who are seeking elected positions as Members, councillors or other elected officials. More broadly we will support other practical steps taken to support the development and candidacy for Parliament of individuals who are women, or from black and ethnic minority communities, or disabled people.

### **Influencing decisions on constitutional and procedural change and being ready to respond to the outcomes**

A number of constitutional reforms are being considered at the moment:

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<sup>4</sup> *Rebuilding the House*, HC 1117 2008-09, House of Commons Reform Committee.

- Possible developments in the field of Parliamentary Privilege, including whether it should be codified in legislation. Consultation on a Government Green Paper closed in September 2012. A Joint Committee of both Houses has been established to explore the issues and is expected to report in April 2013.
- West Lothian Question – the Commission which has been considering how the House of Commons might deal with legislation which affects only part of the United Kingdom, following the devolution of certain legislative powers to the Scottish Parliament, the Northern Ireland Assembly and the National Assembly for Wales, published its report in March 2013.
- Recall of Members – In its Coalition Mid-term Review<sup>5</sup> the Government reiterated its intention to bring forward legislation to introduce a power of recall (see page 41 for more information).

The House Service will support and advise the committees and Members charged with considering options and developing legislative and/or procedural proposals in each of these areas.

### **Learning from the experience of other parliaments**

Both Houses, working with Member-led bodies and individual Members, devote significant resources to international work, contributing to the UK voice in international fora, to diplomacy and to support for developing parliaments, and also allowing international experiences to enrich the work of Parliament. We will ensure that the House's international relations efforts are focused and well managed, within existing parameters.

In September 2013, the House of Commons will be hosting the annual Conference of Speakers and Presiding Officers of the G8 countries (reflecting the UK's presidency of the G8 this year) at which the Speakers will be able to share experiences and ideas for the future.

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<sup>5</sup> Coalition Mid-term Review, Cabinet Office, 7 January 2013.

Links are maintained at official level through a variety of international organisations, including worldwide, Commonwealth, Council of Europe, EU and British-Irish networks, allowing exchange of professional knowledge and experience. The UK Parliament will be hosting the annual meeting of British Islands and Irish Clerks in London in autumn 2013.

The Commonwealth Parliamentary Association (CPA UK) and the Overseas Office also continue to work together with political and professional programmes in a number of Commonwealth countries, currently including Botswana, Ghana, Guyana, Kenya, Sierra Leone, and Uganda.

### **Ensuring a safe and secure working environment**

A safe and secure working environment is crucial if Parliament is to perform its function of scrutinising the Government and passing legislation effectively.

Following preparatory work in 2012/13 (including an external review by the Home Office) the Management Boards of both Houses approved plans to proceed with a comprehensive programme of change in the way security is provided. The guiding principle of this programme, which seeks to identify and achieve efficiency gains and budget savings, is to meet current and future security needs of Parliament within accepted risk profiles in the most cost-effective way for Parliament.

In relation to the health and safety of our staff we will:

- Identify and prioritise key risks to occupational health and safety, and work with management groups to ensure suitable control measures are implemented.
- Assist departments to improve their capability to manage risks to the health and safety of their staff.
- Review the policies and arrangements we have in place to maximise the wellbeing of staff and Members.

In February 2013 the Members Estimate Committee announced that it would provide new funding (with an indicative budget of £25,000 per year) to run a mental health referrals service for Members. This service will be operated by doctors contracted to the House and working with our Safety, Health and Wellbeing Service. It will give Members access to secondary care and treatment, and the referral criteria will conform to NHS guidelines.

## **A resilient Parliament**

It is vital to ensure that both Houses of Parliament are resilient enough to:

- Respond to an incident in order to protect Members, staff, and visitors; the fabric of the Parliamentary Estate; and the services provided.
- Recover from the incident and return to normal as quickly as possible.

During the period of this plan we will continue to embed business continuity across the organisation, and will:

- Offer business continuity training as part of the programme of corporate learning and development available to all staff.
- Conduct a review of the Incident Management Framework in 2013/14.
- Develop our business resilience capability to align practice to the International Business Plan set out in ISO22301.

## MAKING THE HOUSE ADMINISTRATION MORE EFFICIENT

### Cutting our costs: overview of the Savings Programme

The House Service is committed to reducing its costs by at least 17% by 2014/15 (relative to the 2010/11 Estimate of £231 million), reflecting reductions being made across the wider public sector. This means a target resource Estimate of £210 million for 2014/15. The fundamental principle is that cost reductions will not adversely affect the ability of the House and its Members to carry out their parliamentary functions. Members will continue to be well supported in performing their parliamentary roles, and staff will be enabled to provide the most effective and efficient services possible, while the public will have greater access.

Taking account of upward cost pressures, the target means making savings in the order of £45-50 million per annum in total by 2014/15 (the exact figure fluctuates depending on the rate of upward inflationary pressures). Savings amounting to £24 million a year have already been made, following consultation and agreement by the Commission in December 2010.<sup>6</sup>

To deliver the further savings required the Commission agreed to concentrate on areas of greatest potential for reducing costs, while seeking to improve the effectiveness of House services and examine options for generating income.

The focus of this work is in three main areas:

- Harnessing technology (print-to-web and ICT delivery – see pages 20-21).
- Making better use of the Parliamentary Estate (Rationalising the Parliamentary Estate and income generation – see pages 21-23).
- Changing and simplifying the way we deliver services (business improvement and operations – see pages 23-25).

<sup>6</sup> Details of these savings can be found in the Finance and Services Committee's report (see page 19).

The HR Delivery Programme (see page 34) is now supporting the Savings Programme on organisational change. A review of the Senior Commons Structure (SCS) has also been undertaken, which will reduce SCS numbers by 10-15% and expenditure by £1 million by 2014/15.

On 10 December 2012 the Commission agreed the Savings Programme as set out in Appendix B to the First Report of the Finance and Services Committee (HC 691 2012–13), save for the proposal in the Operations Strand relating to the Parliamentary Office of Science and Technology. It also endorsed the Management Board's recommendation that the Business Improvement Plans for catering, print services, cleaning, and attendants and office keepers are implemented before any further consideration is given to formal market testing (see page 23).

The estimated annual savings and surplus income from these further plans amount to £20 million from 2014/15. The medium term financial plan indicates that this still leaves a gap of £2.2 million if the target Estimate for 2014/15 is to be achieved. This will be closed by scrutinising the outturn for 2012/13 to identify further opportunities, by driving out financial benefits from procurement and projects, by containing upward cost pressures, and by reviewing further our non-cash costs.

With key decisions now taken, 2013/14 will be the critical year for implementing all the proposals to ensure we meet our target; we must ensure that we keep up the momentum. At the same time we will start to develop and embed a culture of continuous improvement, so that we can continue to identify efficiencies beyond 2014/15.

### Intended outcomes

- Costs reduced by at least 17% relative to 2010/11, giving a target resource Estimate of £210 million for 2014/15.
- In reducing our costs it is vital that we do not damage the ability of the House to scrutinise the Executive. Nevertheless, no area of spend is exempt from the discipline of the Savings Programme.

### Print-to-Web

The Print-to-Web strand of the Savings Programme will capitalise on existing trends in the way in which Members and others are choosing to consume information on parliamentary proceedings. This will deliver a better service, better attuned to the expectations of the House Service, Members and their staff. It will also deliver reductions in the House's expenditure under its printing and publishing contract.

Plans were agreed by the House of Commons Commission in June 2012:

- Ending the hard back Hansard bound volume service, including provision to Members, for all but reference and archival purposes.
- No longer binding Hansard daily parts into a soft-back Hansard weekly volume.
- Publishing select committee evidence online only.
- Reorganising and reducing the frequency with which some sections of the Order Paper relating to Future Business are printed.
- Not printing written answers to Parliamentary Questions in daily Hansard.
- Reducing expenditure on purchasing Government publications.

### Intended outcomes

- Estimate annual savings of £2.0 million by 2014/15.
- Services will be better tailored to Members' needs and those of other users of information about the House's proceedings.
- Digital business papers will be easier for everyone to find, use and search.
- The amount of paper consumed will be reduced, with less paper entering the House's waste stream and less space needing to be set aside for printed archives.

## ICT Delivery

The ICT delivery strand reflects the growing trend for people to expect to be able to access information and communication at speed, any time of day, from any location and on the move. There are three main strands of work to meet these expectations:

- **Better customer service** – More flexibility in equipment for Members of both Houses, their staff, and an increasing number of House staff; rationalised portfolio of printers; new online ‘PICT portal’, offering a single gateway to all PICT services.
- **Improved access to services** – The adoption of a “cloud first” policy means that applications and data can potentially be hosted in the cloud rather than on servers physically located at Westminster; wireless internet access provided across the Parliamentary Estate; access to services anywhere, anytime, from any device by April 2014; office applications (such as documents and spreadsheets) and their associated files will be hosted in the cloud; more joined-up approach to managing data in different applications and systems.
- **Transformed PICT** – PICT staff will take on a more advisory role, and will develop their capacity in software development, security and supplier management.

### Intended outcomes

- Estimated annual savings of £3.0 million by 2014/15.
- It will be easier for Members, their staff and House staff to connect to Parliamentary ICT services.

## Rationalising the Parliamentary Estate

Running the Parliamentary Estate is a significant element of the House’s budget – rent, rates and maintenance alone cost over £35 million and account for over 17% of total expenditure. The Estate strand has now delivered its main contribution, which was to relinquish the leases of 4 Millbank and 2 The Abbey Garden.

### Intended outcomes

- Annual saving of £1.9 million (already factored into the 2012/13 Estimate).
- Removal of surplus accommodation capacity.

### Income generation

For many years the House has carried out revenue raising activities notably through catering, retail and visitor services. These have been expanding in recent years, for example, through Saturday opening for visitors. At its meeting in July 2012, the House of Commons Commission considered the Administration Committee's Report on Visitor Access and Facilities (HC 13 2012–13). The Commission agreed that there should be a clearer separation between Parliament as a working body and Parliament as a visitor attraction and agreed that the financial plans should be based on developing a number of activities for the House to operate more commercially as a visitor attraction.

Three guiding principles have underpinned the development of the plans:

- Parliament is a working institution and income generation must not impede Members of Parliament in carrying out their duties.
- Citizens have a right to engage with Members and with parliamentary business without charge.
- The Houses of Parliament are one of Britain's leading visitor attractions and have the potential to raise revenue to reduce costs that would otherwise fall on the taxpayer.

The plans include:

- Commercial tours – To extend the times at which commercial tours operate, to open for an additional hour, to increase the range and frequency of specialist tours, and to introduce shorter, premium and audio-guided tours.
- Retail – To relocate the St Stephen's Shop to the Westminster Hall area, relocate the Houses of Parliament Shop to new retail premises in Parliament Street, to enhance the offering of commercial guide publications, and to improve our online retail facility.

- **Private events** – To offer the Atrium in Portcullis House, the dining rooms in the Palace of Westminster, the Pugin Room, the Jubilee Room, and the Terrace Pavilion for commercial hire on an experimental basis for two years on a limited number of occasions when they are not expected to be used by Members.

#### Intended outcomes

- Estimated annual savings of £3.0 million by 2014/15.
- Better asset utilisation, especially of rooms and facilities that are currently only used during sitting times.

### Business improvement

Business improvement will give effect to the Commission's decision to implement Business Improvement Plans for catering, Print Services, cleaning, and attendants and office keepers before any further consideration is given to formal market testing. More specifically:

- **Catering** – The focus will be on moving to a smaller core team of staff supported by a pool of highly trained staff on flexible zero hours arrangements who can be called upon to meet the fluctuating demands that are inherent in any catering operation, but particularly at the House of Commons.
- **Cleaning** – The majority of cleaning is already contracted out. The contract is due to be re-let in 2013/14, and this offers an important opportunity to sharpen the output focus and delivery standard of this work and achieve savings through appropriate commercial mechanisms. An in-house team will be retained for cleaning the offices and rooms in the heritage areas of the Palace.
- **Office keepers and attendants** – The emphasis will be on eliminating structural and process inefficiencies, providing a more flexible, skilled and visible workforce.
- **Print services** – The strong dependencies of the House's print services with other initiatives (notably the Print-to-Web strand, and the

requirement to review and re-let the printing contract in 2016) mean that a market test could not be sensibly conducted in the immediate future. Nevertheless, in-house improvements will be made to provide close alignment between the capacity of the service and demand.

Detailed plans for making business improvements internally have been developed for each area, market research has been conducted, and the risks and benefits of market testing have been examined.

All other areas across the House are now subject to assessment of options for business improvement and cost reduction through one or other of the strands within the Savings Programme. In some cases this will be through the ICT strategy, Print-to-Web initiative, Estates, or income generation. In all other cases it will be through the operations strand (see below).

#### Intended outcomes

- Estimated annual savings of £2.5 million by 2014/15.
- The House Service operates more efficiently.

### Operations strand

The operations strand will challenge those areas of the House Service not already covered by other strands of the Savings Programme to review budgets and processes to achieve simpler, more economical and more rewarding ways of working. This work will focus on four main activities:

- **Departmental challenge** – In January 2012 each department was asked to review their budgets seeking suggestions as to how they might achieve further reductions from their controllable costs by 2014/15. Departments have now identified possible ways of delivering a further 10% from those parts of their budgets not within the scope of other savings strands, amounting to an estimated annual saving of £9 million. This has now been incorporated into the Medium Term Financial Plan for 2013/14 that was agreed by the Commission in December 2012.

- **Programmes and projects** – A further review of ICT programmes and projects, with a focus on identifying savings in business cases, has been undertaken to examine how promised savings can be maximised.
- **Procurement and contract management** – 2013/14 will be the second year of a two-year Procurement Improvement Plan which aims to achieve efficiencies. In 2012/13 we undertook a detailed analysis of our expenditure. This has identified areas where we can consolidate our supplier base and change invoicing arrangements to achieve efficiencies. As well as acting on these findings, we will also review and renegotiate several key contracts to achieve savings. In relation to our suppliers, we will become a tougher customer.
- **Developing a culture of financial and commercial awareness** – We will continue to improve financial management and embed a culture of financial and commercial awareness across the House Service, ensuring that staff have the financial skills commensurate with their roles and a clear understanding of their responsibilities in managing public money.

#### Intended outcomes

- Estimated annual savings of £9.0 million by 2014/15.
- Every member of staff is conscious of their responsibilities when spending public money.
- House budgets are more tightly managed and subject to continuing challenge and scrutiny.
- Our contracts represent the best possible value for money.

### A greener, more sustainable Parliament

In order to meet its commitments towards continuous environmental improvement, Parliament has set itself a series of short- and longer-term targets. In each case the baseline year is 2008/09.

- To reduce carbon emissions by 19.6% by 2013/14, and by 34% by 2020/21.
- To reduce water consumption by 33.9% by 2013/14, and by 40% by 2020/21.

- To reduce the volume of waste generated (by weight) by 19.9% by 2013/14, and by 25% by 2020/21.
- To recycle 58.0% of waste generated (by weight) by 2013/14, and 75% by 2020/21.

Given our success in reducing water consumption we have now increased the long-term reduction target from 25% to 40%. The 2013/14 targets for carbon emissions and waste generated have also been raised. Various projects and activities are planned for 2013/14 that will help us to achieve these targets, including:

- An environmental engagement programme to increase the awareness of all who use the Estate of the contribution they can make to improve our sustainable performance.
- A new office waste recycling system across the Estate to maximise mixed waste recycling.
- Completion of implementation of catering and food waste composting scheme.
- Continuation of energy and water saving initiatives identified by energy efficiency option studies.
- Further installation of low energy LED lamps, both internal and external.

#### Intended outcomes

- By 2015 we will be on track to meet our long-term environmental targets for reduced carbon emissions, water consumption and waste generation, and increased levels of recycling.

### Restoration and renewal of the Palace of Westminster

In October 2012 the House Service published an internal study group report on the restoration and renewal of the Palace of Westminster.<sup>7</sup> The Commission takes very seriously its responsibilities for this iconic and much-loved Grade I listed building in a UNESCO world heritage site, and the need to protect the health and safety of visitors, Members and staff.

<sup>7</sup> [www.parliament.uk/documents/commons-commission/PED-Modernisation-Report-Oct12.pdf](http://www.parliament.uk/documents/commons-commission/PED-Modernisation-Report-Oct12.pdf).

In October 2012 the House of Commons Commission and the House Committee in the Lords ruled out two options from the study group report:

- Doing nothing; and
- Construction of a new parliamentary building away from Westminster.

They also decided that further analysis should be carried out on the remaining options:

- Rolling interventions to repair breakdowns and contain risks.
- Restoration and renewal with partial decants when essential, but no overall closure of the Palace.
- Restoration and renewal with a period of total decant during which Parliament is temporarily relocated and contractors have untrammelled access to the Palace.

The Commission indicated that the analysis of these options should be both rigorous and independent, that is, conducted by a third party independent of Parliament and the parliamentary administrations. In parallel to this, work will continue on the other components of the outline business case which will be needed in due course to complement the decision that arises from the options appraisal.

The Restoration and Renewal of the Palace is likely to unfold in several phases over a number of years. Within the timescale of this business plan, the key milestones are likely to be:

- Review of options appraisal: mid-2014.
- Scrutiny and choice of preferred option by both Houses: late 2015.
- Outline business case agreed: 2016.

Current thinking is that a full business case would be considered during the 2015 Parliament, with works beginning from around 2020.

Other work will include:

- The medium-term mechanical and electrical (M&E) programme, which is upgrading the plant and equipment that provide steam, heating, hot and cold water, ventilation and power within the Palace of Westminster.
- A continuing programme of refurbishing the Palace's 150 year-old cast-iron roofs, and work on flat roofs.
- Fire safety improvement works.
- Refurbishment of 53 Parliament Street and 1 Canon Row.
- Further security works to protect the perimeter of the Parliamentary Estate.
- Conservation of the fabric of the Parliamentary Estate, including stonework and replacement of encaustic tiles.
- Improvements to lifts and toilets.

#### Intended outcomes

- Clear plans will be in place by 2015 to ensure that the Palace of Westminster can be preserved for future generations.
- Parliament will have the accommodation it needs to operate effectively and efficiently in a modern democracy.

### Adopting best practice in the use of parliamentary ICT

The work on Print-to-Web and ICT delivery (see pages 20-21) will open up new opportunities for increasing the efficiency and effectiveness of the House Service. However, to reap the benefits of this work we need to ensure that we have a modern infrastructure capable of delivering such services. We will therefore undertake a programme to converge and consolidate over thirty networks (many of which are old and obsolete) into a single resilient, high capacity network, allowing a more strategic and cost-effective approach to the delivery of information services.

**Intended outcomes**

- It will be easier for Members, their staff, House staff, and the public to connect to Parliamentary ICT services.
- Networks are more resilient.

**Improving our management of resources**

In 2013/14 we will consolidate the changes made in 2012/13 in terms of introducing new systems, and financial and procurement policies. In particular, we will:

- Improve the capacity of the organisation to manage our finances through the continued delivery of training for finance managers and budget-holders.
- Develop a competency framework to outline the skills and knowledge required for the range of finance roles across the House Service, as part of the broader initiative to develop competency frameworks for technical roles (see page 33).
- Complete the implementation of the Procurement Improvement Plan (see page 25).

**Intended outcomes**

- The House Service operates more efficiently and invests wisely in only those areas which deliver its strategic goals.
- Every member of staff is conscious of their responsibilities when spending public money.
- House budgets are more tightly managed and subject to continuing challenge and scrutiny.
- Our contracts represent the best possible value for public money.

**Developing better reward structures for staff**

In November 2012 the Management Board agreed a set of principles that will govern the reform of working hours. This includes adopting the concept of annualised hours; the introduction of formalised flexitime arrangements for the majority of staff, and a continuation of time-recording.

There will need to be effective transition arrangements for staff who may experience financial dis-benefit as a result of the changes.

The Management Board recognises that the effects of applying a pay freeze, together with other rigidities in the pay system, mean that a full overhaul of pay and reward is now due. A pay and reward strategy for the House will need to meet the following criteria:

- Be 'broadly in line' with the Civil Service, affordable and legally compliant.
- Have pay as one part of an overall reward strategy (which should also include stronger non-pay recognition).
- Include an element of performance and/or competence pay that fits with business needs and the House culture.
- Have sufficient flexibility to address business needs.
- Support recruitment and retention.
- Motivate staff and be recognised as fair and equitable.

The Management Board developed proposals for a new system of pay and reward in outline in 2012/13 and these will be taken forward in 2013/14. Implementation will begin in 2013/14 and be completed by 2015/16.

#### Intended outcomes

The work aims to develop proposals for a pay and reward system that:

- Delivers terms and conditions which are acknowledged as fair.
- Ensures that managers are able to get the best out of their staff and to manage them effectively.
- Provides the ability for staff to move between different roles and departments more easily.
- Ensures that variations in terms and conditions are clearly justified by business need, in particular in areas of reward and recognition for working additional and unsocial hours.

## ENSURING THAT MEMBERS, STAFF AND THE PUBLIC ARE WELL-INFORMED

### MEMBERS

We will give Members the support and access to the information they require to be effective in their role.

Up until 2012 the House Service commissioned a “survey of services” to obtain feedback from Members and their staff on the services provided. The Management Board and Administration Committee reviewed the findings of the latest survey in early 2012/13 and agreed on priorities for action. The Administration Committee asked in May 2012 that further formal surveys should no longer be undertaken, but that other methods of collecting feedback on services provided by the House Service should instead be developed. In 2013/14 we will establish a rolling programme of interviews with Members and their staff, seeking detailed feedback on a range of services provided by the House Service. We will also improve the way in which we handle complaints, praise and feedback internally.

The Department of Information Services (DIS) continues to face a sustained increase in the demand from Members and their staff for research enquiries and other briefings since the General Election in 2010, with enquiries answered in 2012 more than 66% higher than in the same year of the previous Parliament. Measures have been taken to continue to meet this demand from within existing resources, by deploying staff more flexibly. DIS will also develop and enhance the way in which Members and their staff can access Library material electronically, reflecting the greater use by Members of smart-phones and similar devices.

Experienced staff in the Department of Chamber and Committee Services

will provide more first-hand briefings for Members on topical procedural issues.

The production of House business papers and other publications in web-friendly formats under the Print-to-Web initiative, coupled with improvements to ICT delivery more generally, will mean that Members and their staff can access information on a wide range of devices (whether in the office or on the move). For more details, see pages 20-21.

The Central Communications Team aims to provide Members and Members' staff with information that enables them to make best use of the services that the House offers. In 2013/14 it will organise two events aimed specifically at Members' staff based in constituencies, publicising the range of services available to them.

The House Service has started to plan for the induction of new Members after the next General Election, expected in spring 2015. Prompt and effective delivery of information to new and returning Members will be a priority, in addition to ensuring that the needs of standing-down and defeated Members are met.

#### **Intended outcomes**

- Members will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.

## **STAFF**

The House Service aims to be a world-class employer able to recruit, retain and motivate a highly skilled, energetic and talented workforce. We want all staff to feel appreciated for the contribution they make to the House Service and to have the opportunities to develop and realise their potential.

In last year's plan we emphasised the importance of promoting learning,

unlocking talent, improving leadership and further embedding equality, diversity and inclusion. These remain priorities for the coming year. In particular, we will address the concerns raised in our most recent Investors in People (IiP) review, which found in some areas that we do not currently meet the IiP standard, which is disappointing. It is our intention to achieve the IiP standard in full by the time of the next review, in November 2013.

An area of particular focus will be learning and development. The Management Board is committed to nurturing talent at all levels, setting out how expertise and experience will be valued in the organisation and giving a clear description of our expectations of managers and leaders. We will provide clear and accessible progression routes across the whole organisation.

Following up the IiP recommendations, we will encourage departments and teams to take ownership of their learning and management development, with each department or directorate developing plans that reflect their own local priorities. At the same time a range of tools will be made available for all managers and staff, including a 360 degree feedback and self-assessment system, and a new core competency framework and accompanying diagnostic tool. The core competency framework will support more focused one-to-one reviews and development planning for staff, including leaders and managers.

The remaining rounds of the Leading for Parliament programme for more senior managers will be delivered in 2013/14. Following a review in 2012/13 we now intend that approximately 150 people will participate in programme rather than the 180 originally planned for. We will also continue to run programmes such as Milestones for Management for other managers, and the Passport to Parliament programme which is designed to ensure all staff – wherever they work in the organisation – have the opportunity to learn more about this unique institution.

None of these aims will be worth much unless they are delivered

effectively. We will help ensure this by bringing together support for them in a single HR Delivery Programme, which in addition to undertaking the HR work arising from the Savings Programme and the implementation of a new Pay and Reward Strategy, will support and coordinate work on employee engagement and learning and development.

To bring all this work together and ensure it is effectively aligned to achieve the right outcomes for staff and the organisation, we have developed a People Strategy, as we committed to in last year's Plan. This Strategy concentrates on four areas:

- Engaging staff, ensuring they have a sense of satisfaction in their jobs and are engaged and involved in making the House and their departments more effective and efficient.
- Supporting leadership and management, setting out clearly the skills and behaviours we expect of our managers and leaders and providing them with the support to meet these expectations.
- Building individual and team capability, working together based on mutual support, trust, and respect.
- Organising ourselves and our work efficiently and effectively, to improve the way we do business.

Our overriding aim is that the House of Commons remains a good place to work where everyone can realise their full potential, while continuing to organise ourselves and our work efficiently and effectively.

#### Intended outcomes

- A performance management system which is fully implemented, fit for purpose and acknowledged by staff as being so.
- Gaining Investors in People re-accreditation, and improved ratings for leadership and management categories across all directorates.
- Improved Staff Survey satisfaction rates in the following areas:
  - Leadership and management
  - Job satisfaction
  - Performance management outcomes
  - Learning and Development

## THE PUBLIC

We will give the public the information needed to understand and appreciate the work of the House and its Members, to engage constructively and to have an input into parliamentary processes. In support of this, we will continue to develop our information, education, outreach, web, broadcasting, media, and visitor services and pursue plans to open a new Education Centre at Westminster.

Significant developments include:

- Increasing the number of Education visits to Parliament above the 45,000 expected in 2012/13, by delivering an Education Centre, expanding access to education services and the education transport subsidy available to schools.
- Supporting schools and teachers in delivering the Parliament-related content of the new National Curriculum through appropriate training, resources and a new regional outreach programme.
- Making the new parliamentary studies module available to universities from September 2013.
- Increasing the number of paid visitor tours through additional opening days, longer opening hours, and an enhanced offer to visitors.
- Developing a retail strategy covering new guide publications, and relocating retail outlets (see section on income generation on page 22 for more details).
- Continuing to develop our website to improve online access for the public to procedural and business information.
- Working with partners to run a series of awareness-raising events and activities during “Parliament Week” in November 2013.
- Continuing to explore new ways of encouraging meaningful and effective engagement between the public and parliamentary business. In 2013/14 we will undertake an exercise in e-consultation on a Bill through the Public Bill Committee. The results of this will be assessed to identify a possible way forward in tandem with others on the Coalition Agreement proposal for a public reading stage of all bills.

To ensure a return on investment in broadcasting of Parliament, the Parliamentary Broadcasting Unit will aim to widen access to audio-visual content. In 2013/14 we will ensure that a new audio-visual strategy is accepted and implemented so that audio-visual material is recognised as being of the same quality as the written record by users.

### **Engaging proactively with the media**

We will develop a more structured framework for dealing with media issues relating to the work of the House Service, to include clearer designated roles and responsibilities for senior staff in House Departments, and appropriate briefing and guidance to ensure that the most effective proactive and strategic support can be provided by the Media and Communications Service.

The Clerk of the House and other experienced staff will also continue to provide more first-hand briefings for the media on constitutional and procedural issues.

#### **Intended outcomes**

- The public will be well-informed about the work of the House of Commons and of the role played by individual Members. Citizens and civil society will be better able to engage with the work of Parliament and have a constructive input into parliamentary processes.

## WORKING AT EVERY LEVEL TO EARN RESPECT FOR THE HOUSE OF COMMONS

### **Having an open and transparent way of doing business**

The House of Commons Service is committed to have an open and transparent way of doing business to add to the public's knowledge and understanding of the way in which the House works; to identify what would add to that pool of knowledge; and, to be proactive in providing information rather than having to react to individual requests. In doing this the Management Board acknowledges the need to keep up with best practice in Government.

The Information Commissioner's Office (ICO) is updating the 'model publication scheme' which sets out their expectation of the classes of information public authorities should make routinely available. A new definition document, detailing the classes the ICO would expect the House of Commons to publish, is being prepared and a draft is expected in spring 2013. In 2013/14 we will respond to proposals and develop a revised publication scheme for the Management Board and Commission to agree and implement.

More generally, we will continue to increase proactive publication and identify new datasets that would benefit from being made publicly available. We are investing to make the information we create and manage more easily and widely available for scrutiny. To this end we are building systems and information flows that facilitate online publication of the core procedural business of the House and enable others to 're-purpose' the content for further public consumption. We are also developing our HR, finance and facilities management systems so that they better demonstrate our compliance and accuracy. The "data.parliament" platform, when launched, will improve the way in which we manage, store, use and re-use

parliamentary data internally and publish it externally. Phase one, which will provide the internal platform, will be completed in the first half of 2013/14.

These investments are crucial to fulfilling our vision of earning the respect of Members and the public and being seen as a model of good practice.

### **Encouraging public participation in parliamentary business**

We will work with the Government and others to identify the way forward on the Coalition Agreement proposal for a public reading stage for Government Bills. In the first instance, we will undertake and assess an exercise in e-consultation on a Bill in Public Bill Committee, led by the Public Bill Office and the Scrutiny Unit.

There are currently two different processes for public petitions:

- Petitions can be presented to the House of Commons by any Member. The text is published in Hansard and a copy of the petition is sent to the appropriate Government department, which provides a response in due course.
- Petitions can be submitted to the Government's e-petitions website. Those petitions that receive more than 100,000 signatures are eligible for consideration for debate in the House of Commons, providing that they are taken up by a Member who then proposes a debate to the Backbench Business Committee. The popularity of the e-petitions website, coupled with the limited parliamentary time available to the Backbench Business Committee, may be such that the House is unable to meet public expectations.

We will continue to support the Backbench Business Committee and the Procedure Committee in working with the Government and other stakeholders to explore ways to enhance the public petitions process and better meet the public's expectations.

## Becoming a more diverse organisation

Given that Parliament is the supreme law-making body in this country, the House of Commons should not only comply with the equality legislation that it passes but should be an exemplar in implementing it. The greater the diversity within the House of Commons, the more diverse is its reach outside Parliament. Through the House-wide Diversity and Inclusion Scheme, we aim to increase the representation of minority ethnic, disabled and socially disadvantaged people in our workforce. We will continue to integrate equality, diversity and inclusion into our everyday work. When we need to update our policies, processes or organisational structures we will assess proposals for the impact they have on different groups of staff.

The House of Commons Commission has endorsed equality targets for the House Service. These take into consideration:

- Historic patterns of under-representation of women at SCS level.
- The absence of people reporting as minority ethnic at SCS level.
- Representation of women and minority ethnic staff at pay band A.
- Benchmarking data from Government departments and the overall Senior Civil Service.

Category	May 2012 actual (%/no.)	2015 target (%/no.)	Senior Civil Service 2013 targets (figures in brackets are SCS at Oct 2011)
<b>SCS pay bands</b>			
Women	30% (25)	32% (29)	39% (36.7%)
Minority ethnic staff <sup>8</sup>	0% (0)	2% (2)	5% (4%)
<b>A3 pay bands</b>			
Minority ethnic staff <sup>8</sup>	0% (0)	10% (2)	n/a

<sup>8</sup> There are no staff at the A3 entry level band who identify themselves as minority ethnic. However the percentage at band A overall is 6.5%.

We will continue to support the growth of and interest in workplace equality networks, allowing staff time to help run the networks and to attend events.

We will re-examine the ways in which we advertise and recruit for job vacancies in the House Service in a bid to reach more diverse groups. At the same time, our efforts to provide greater support for career progression and talent management (see pages 32-34) will help to ensure that every member of staff can work to their full potential.

To ensure we reach out to the widest pool of talent we will launch the Clerk's Apprentices Scheme in May 2013. There will be ten placements per year, working in a variety of roles across the House Service, and we will work in partnership with City Gateway to select applicants. At the same time they will also study for National Vocational Qualifications (NVQs) in relevant subjects.

We will also continue to support the Speaker's Placement Scheme by providing the Parliamentary Assistants with one day per week working in House Departments (for the rest of the week they work for Members of Parliament).

In 2013/14 we will participate in the 'Disability Standard', a national benchmarking exercise to help organisations improve their disability awareness.

### **Having clear and accepted standards of behaviour for Members and for staff**

The *Members' Handbook* notes that House staff must treat Members with courtesy and respect, and must behave in a way that promotes dignity and respect at work at all times and in all circumstances. House staff are likewise entitled to be treated with dignity, courtesy and respect. In 2011 the Commission endorsed a Respect Policy which establishes a process for

House staff to use if they consider that a Member (or a member of their staff) has behaved inappropriately towards them. Having been in operation for over a year, the policy is currently being reviewed. The results of the review will be considered by the Commission in the first half of 2013/14.

In December 2011 the Government published a draft Bill proposing to introduce a power of recall of Members, allowing voters to force a by-election where a Member is found to have engaged in serious wrongdoing and having had a petition calling for a by-election signed by 10% of his or her constituents. This did not receive support from within the House: indeed, the Political and Constitutional Reform Committee recommended “that the Government abandon its plans to introduce a power of recall”.<sup>9</sup> It also noted that the new Committee on Standards, which will include lay members, already has the sanctions needed to deal with Members who are guilty of misconduct. The Government responded to the Committee by emphasising that it “remains committed to establishing a recall mechanism which is transparent, robust and fair”, but for the time being it would “take the proper time to reflect on this policy and determine its future direction”.<sup>10</sup>

As noted on page 15, in its ‘Coalition Mid-Term Review’<sup>11</sup> in January 2013 the Government reiterated its intention to bring forward legislation to introduce a power of recall. We will work with Members, the relevant House committees and the Government to assist in the development of any legislation so that it meets the need for greater public accountability while ensuring that the House retains “exclusive cognisance” over its internal affairs, including in relation to disciplinary matters.

The Parliamentary Commissioner for Standards advises both the Committee on Standards, and individual Members, on standards matters. She also monitors the operation of the Code of Conduct for Members of

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9 Recall of MPs, Political and Constitutional Reform Committee, HC 373, 2012-13.

10 Recall of MPs: Government response to the Committee’s First Report of Session 2012-13, HC 646, 2012-13.

11 “The Coalition: together in the national interest - Mid-term Review”, HM Government, January 2013.

Parliament and the Registers of Interests and makes recommendations for any changes.

With effect from 7 January 2013, the Committee on Standards and Privileges was split in two. The Committee on Standards now contains three lay members, Sharon Darcy, Peter Jinman and Walter Rader. They will participate fully in evidence-taking and the consideration of draft reports, although they will not be able formally to move amendments or take part in any votes. We will work to make a success of the participation of the lay members in the work of the new Committee.

In line with good practice elsewhere in the public sector, we established a counter-fraud function for staff of the House Service last year with a three-pronged approach:

- **Awareness:** raise awareness of the value and type of fraud, including the significance and implications, and look to deter fraud.
- **Prevention:** put in place measures to minimise opportunities for fraud, on the basis that prevention is better than cure.
- **Enforcement:** pro-actively seek out instances of fraud and, where discovered, investigate and seek sanctions and redress.

This year we will build on this work, increasing awareness across the House Service with the use of an e-learning tool and targeted workshops, continued integration of the work of the counter fraud function with other departments, rolling reviews of the effectiveness of mitigations to counter specific fraud risks and a programme of specific testing of high risk areas, including continued participation in the National Fraud Initiative.

### **Supporting other parliaments, especially those in transition towards democracy**

Since the development of democratic governments and parliaments across central and eastern Europe since the early 1990s, there has been an expansion in capacity building work for developing parliaments. In

carrying forward this work, we stand ready in particular in the coming years, in cooperation with the Commonwealth Parliamentary Association (CPA) UK and the British Group of the International Parliamentary Union (IPU) and with the Westminster Foundation for Democracy, to respond to demands arising from the Arab spring, and have already begun to do so. Diplomatic and professional initiatives have been supported with Egypt, Iraq, Jordan, Morocco and Tunisia, and work is ongoing with these countries and others in the region.

A number of activities, building on work already undertaken, are planned in support of the reform programme in Burma. CPA UK and the Overseas Office also continue to work together with political and professional programmes in a number of Commonwealth countries currently including Botswana, Ghana, Guyana, Kenya, Sierra Leone, and Uganda.

The House of Commons Library will continue to work with and support Parliamentary Library and Research networks in the UK and Ireland through the Inter-Parliamentary Research and Information Network (IPRIN), in Europe via the European Centre for Parliamentary Research and Documentation (ECPRD), and worldwide through the International Federation of Library Associations (IFLA).

# MANAGING RISK AND PERFORMANCE

## Risk

The Management Board uses a set of over-arching risks that it owns, monitors and manages. These over-arching risks are set out below. In each case, the impact of the risk materialising is that the Management Board’s ability to achieve its strategic goals or deliver business as usual is impaired.

Risk	Board lead
The differing perspectives of the House Service and Member bodies: <ul style="list-style-type: none"><li>• The Commission;</li><li>• The Speaker; and</li><li>• The Finance and Services Committee</li></ul> will impact on the House Service’s ability to achieve its strategic goals.	Clerk of the House
The possibility that differing interests between the two Houses may limit the ability of the House of Commons Service to achieve its strategic goals.	DG Chamber & Committee Services
The House suffers a loss of reputation due to ineffective or inadequate actions by the House Service.	DG Information Services
The House Service does not have the right capability or capacity (including effective prioritisation mechanisms) to deliver its strategic goals.	DG Human Resources & Change
Low staff morale limits the ability of the House Service to: (a) deliver its day-to-day services; (b) achieve its strategic goals.	Clerk of the House
The ineffective prioritisation and management of financial resources (and contract management) will impact on the House Service’s ability to achieve its strategic goals.	Director of Finance

Further risks that affect the delivery of key services are monitored and managed within departments rather than corporately by the Management Board. These risks (which include security, fire, flood, IT failure, finance and capability issues) remain visible to the Board, and will be escalated for action when necessary.

### Performance

The following table summarises the key indicators that we will use to measure the performance of our services and activities. These are corporate indicators; there are also more detailed indicators which are set and managed at departmental level.

Indicator	Target
<b>EFFECTIVE</b>	
Proceedings in the Chamber, Westminster Hall and committees are not delayed because of any incident attributable to a failure of the House Service: (a) security-related issues (b) staff availability (c) availability of all business papers	No fail
Overnight production of edited reports of proceedings in the Chamber and Westminster Hall	100%
Online publication of same-day reports of proceedings within three hours of the end of each speech and within two hours of the rise of the House	100%
Security clearances	>65% of UK applications processed within five working days

**EFFICIENT**

Savings delivered should match those planned	On track to achieve resource Estimate of £210 million in 2014/15
Forecast out-turn expenditure should match budget (resource)	Out-turn in range 0-2% below budget
Forecast out-turn expenditure should match budget (capital)	Out-turn in range 0-5% below budget
Invoice payment performance	92% paid within 30 days
ICT core network availability	99.95% (excluding planned down time)
Outlook (email) availability	99.95% (excluding planned down time)
ICT helpdesk cases resolved (Members and their staff / House staff)	90%
We will meet our environmental targets to reduce carbon emissions, water consumed and amount of waste generated, and to increase waste recycling	Reduce: Carbon by 19.6% Water consumption by 33.9% Waste generated by 19.9% Increase recycling to 58% (by weight) (all with reference to 2008/09 baseline)
Cleaning performance, as measured by supervisory checks	86% meeting agreed standard
Maintenance services	86% of calls to be resolved within deadline

## WELL-INFORMED

### Members

Research enquiries from Members are answered within deadline	97% within deadline 90% within ten working days if no deadline
Members are regular Library users	75% log enquiries with the Library at least ten times per year

### Staff

Year-on-year improvements in the diversity figures for the House Service	Targets for 2015: SCS: women 32%, minority ethnic 2% Band A3: minority ethnic 10%
Staff survey response rate	At least 65%, and at least 55% in all directorates
Improved staff satisfaction rates in the following areas: Leadership and management Overall job satisfaction Performance management outcomes Learning and development	Improvements in 2012 scores
Staff appraisal system	90% of all staff appraisals completed to the agreed deadline and quality standard

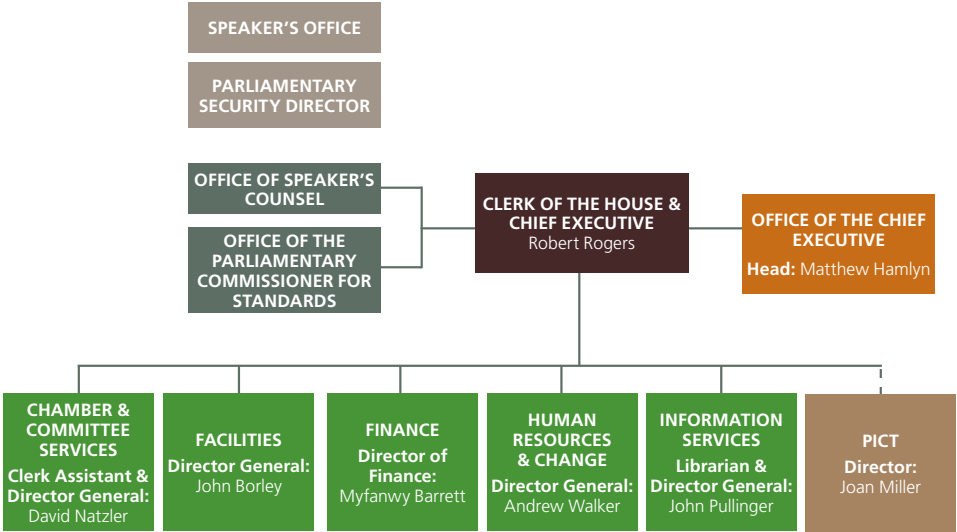
### Public

We achieve target number of education visits to Westminster	45,000
Agendas, reports and other papers of Chambers and committees made available to the public	Accurate papers produced and distributed on time

## RESPECT

Satisfaction levels of the public visiting Westminster	95% giving a score of 4 or 5 (where 5 is "excellent")
Satisfaction levels of those using the website	75% of respondents "happy" or "very happy"

# ANNEX 1: THE HOUSE OF COMMONS SERVICE



## Chamber and Committee Services (DCCS)

The Chamber Business Directorate comprises the following offices:

- The **Public Bill Office** administers all business relating to public legislation. It provides Clerks for general committees including public bill committees.
- The **Private Bill Office** administers the House's procedures applying to private legislation and provides advice on those procedures to Members, parliamentary agents and others.
- The **Delegated Legislation Office** provides support for the European Scrutiny Committee and the Joint Committee on Statutory Instruments.
- The **Journal Office** produces the authoritative record of proceedings in the House, and provides a variety of procedural advice and services to the House, as well as the secretariat for certain committees.

- The **Table Office** is the place where Members table Parliamentary Questions (PQs) and Early Day Motions (EDMs). The Office also produces the House's Order Paper and associated business papers for each day's sitting. It provides the secretariat for the Backbench Business Committee.
- The **Vote Office** supplies parliamentary and Government documents (including EU documents) to Members and others.
- The **Ways and Means Office** provides support for the Chairman of Ways and Means and the two Deputies in their duties in the House, and for the Panel of Chairs.

The **Committee Directorate** provides secretariat, advice, research and administrative services for each of the House's Departmental Select Committees and most other select committees. The **Scrutiny Unit** provides specialist support to all Committees, assists Public Bill Committees and staffs some ad hoc committees. The Committee Directorate also provides the secretariats of the House's governance bodies, including the House of Commons Commission.

The **Serjeant at Arms Directorate** has operational responsibility for access and security in the House of Commons as well as a range of ceremonial functions. In doing this it works closely with the Office of the Parliamentary Security Director (see page 58). It manages the work of the Admission Order Office, the Doorkeepers, the Pass Office and the Members' Staff Verification Office.

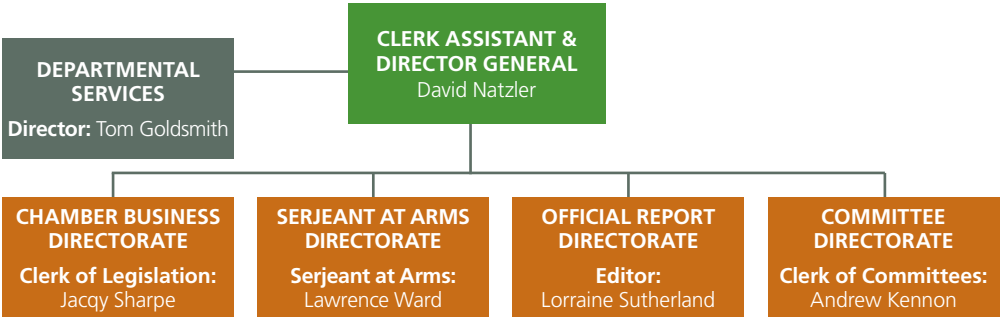
The **Official Report Directorate** is responsible for providing reports of the proceedings of the House, Westminster Hall and committees, processing and printing written answers to questions, written ministerial statements, petitions and ministerial corrections; and operating the annunciator service.

The **Broadcasting Unit** oversees the broadcasting and webcasting of both Houses and provides an audio-visual archive service.

The **Overseas Office** has responsibility for the House’s official relations with overseas parliaments and parliamentary assemblies while the **Departmental Services Office** provides budgetary and financial management support to the Department. It also carries out office management and communications functions.

The Department also provides “pay-and-rations” support for two offices which report directly to the Clerk of the House:

- The **Office of Speaker’s Counsel** provides legal advice to the Speaker and departments of the House; scrutinises domestic secondary legislation and private Bills in support of relevant committees; and scrutinises EU legislation in support of the European Scrutiny Committee.
- The **Office of the Parliamentary Commissioner for Standards** advises both the Committee on Standards and individual Members on standards matters. It monitors the operation of the Code of Conduct and the Guide to the Rules that apply to Members. In addition, the office is responsible for the maintenance of the four Registers, of which the most important is the Register of Members’ Financial Interests. The office considers and, if needed, investigates allegations against Members who may have breached the Code or related Rules.

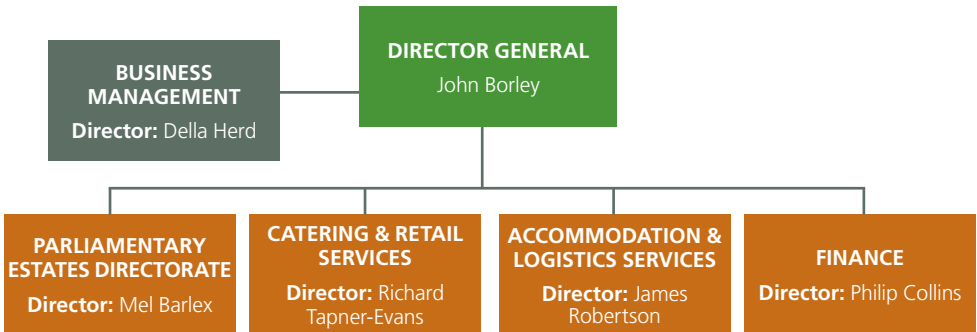


## Facilities (DF)

The **Accommodation and Logistics Services Directorate** is responsible for a wide range of office and allied services including the management of contracts for cleaning, mail and stationery and photocopier provision. The logistics service is shared with the House of Lords.

**Catering Services** is responsible for catering facilities throughout the House of Commons, including cafeterias, fine dining, banqueting and bars, as well as the gift shops.

The **Parliamentary Estates Directorate** manages the corporate real estate, delivering sufficient accommodation and services to meet the needs of all who work within, or visit, the Parliamentary Estate, and optimising its use as a healthy, safe, sustainable and effective working environment. The Directorate also maintains the fabric and heritage of Parliament's buildings, objects and documents for the benefit of future generations.



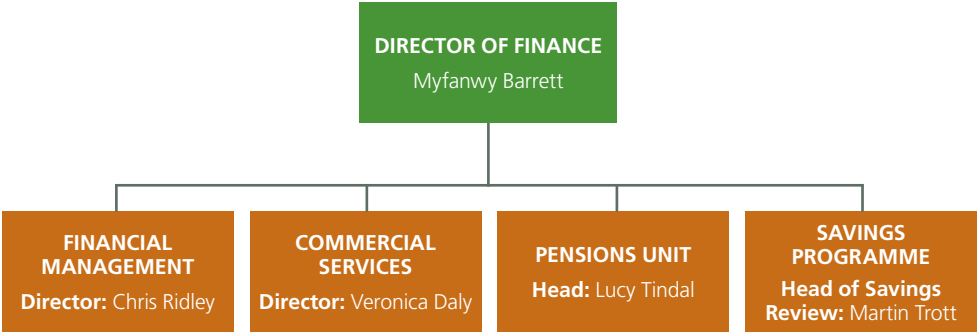
Finance (DFin)

The **Financial Management Directorate** is responsible for financial planning, monthly reporting and forecasting; accounting and treasury functions; and accounts payable and accounts receivable.

The **Commercial Services Directorate** oversees the House’s procurement and contract management activities.

The **Savings Programme** team is responsible for leading the House Service’s work to achieve the budget reductions by 2014/15.

The **Pensions and Payroll Unit** oversees arrangements for pensions for Members, Members’ staff and House staff and is responsible for the payroll service.



## Human Resources and Change (DHRC)

For the future the Department will be working along two main paths:

Delivering day to day services	Developing strategy and policy
Includes: Learning and Development, HR operations (including advisory, administration support and recruitment); Personnel Advisory Service for Members; Information Rights and Information Security; central support for DHRC and DFin's teams; and Diversity and Inclusion.	Support and develop HR strategy and policy function: includes Safety, Health and Wellbeing Service, employee relations and pay policy. Leads on the People Strategy.
Building an effective business function to deliver the Department's business plan, including performance measures and practical processes.	Professional and practical HR advice and guidance for the House Service.
Focus on effective and efficient team incorporating best practice [fit for purpose] operational services.	Strategic support and expert business change advice to key business transformation and improvement programmes across the House of Commons Service.
All teams and managers will continue to work across both paths and are interdependent and interlinked.	

Three **business partners** working closely with departments will facilitate these services for departments. The business partner function will continue to provide a strategic link between departments of the House and DHRC's services.

The **Safety, Health and Wellbeing Service** provides an integrated advisory service to Members and staff of both Houses of Parliament. It is a multidisciplinary team of consultant occupational physicians, occupational health nurses and clinical nurse advisers, and advises on medical or healthcare concerns which may be causing difficulty or distress at work. A team of Safety Advisors provide advice and guidance to managers and staff related to the health and safety risks of their work.

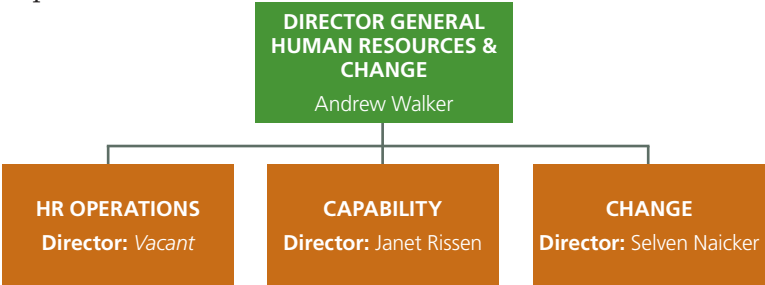
The **Information Rights and Information Security (IRIS) Service** is responsible for coordinating the House Service's responses to requests made under the Freedom of Information Act and leads the publication scheme

that governs the information routinely published by the House Service. It is also responsible for providing guidance and policies around data security, and enhancing data security awareness and compliance. The team works very closely with the House of Lords and the Parliamentary Security Director across all these areas. In addition, IRIS advises Members on their data protection responsibilities.

The **Change Team** champions change management, provides expertise in organisational development and runs a portfolio management function to bring together information about major projects and programmes across the House.

The **Diversity Team** leads and coordinates work supporting equality, diversity and inclusion across the House to ensure that everyone on the Parliamentary Estate is treated with dignity and respect. It manages the contract for the nursery and also provides information and support for people with disabilities.

The **HR Delivery Programme** team is also based within the Department of HR and Change. The programme will deliver work as set out on page 34 working closely with the Savings Programme Team to ensure coherence between them. In addition, DHRC teams will work closely with the rest of the House Service to ensure that there is clarity about the HR resources required to deliver business needs. The team will also deliver to and ensure a coordinated approach with the People Strategy and the corporate IiP action plan.



## Information Services (DIS)

DIS is organised into three Directorates, with POST, the Curators and supporting functions reporting directly to the Director of Service Delivery.

The **Research and Library Directorate** provides enquiry services, pre-prepared briefings and library services (including reading rooms, book loans, reference collections and online resources). It also provides access to procedural, parliamentary and official information and documentation via the parliamentary search tool and STOCK system. It has a team which develops and manages the thesauri which add value to parliamentary data on the intranet and internet. Training for Members and their staff in the use of library services is also provided by this Directorate.

The **Public Information Directorate** promotes public knowledge and understanding of the work and role of Parliament. Within this:

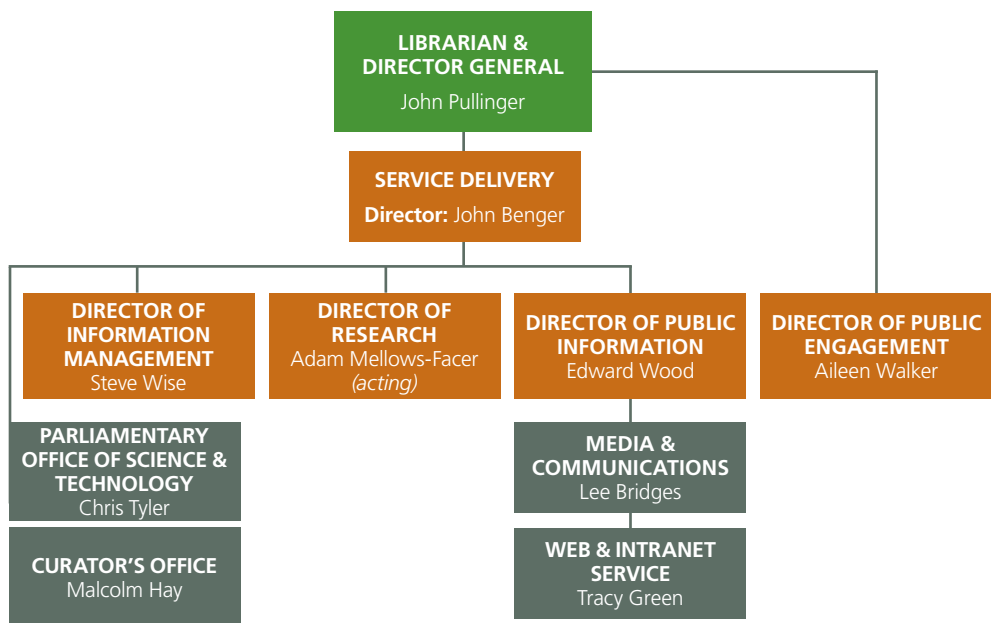
- The **Public Information and Outreach Service** spreads awareness of the work, processes and relevance of the institution of Parliament, encouraging greater engagement between the public and both Houses of Parliament. It also delivers an enquiry-answering service for the general public, along with pre-prepared briefings on the work and role of the House of Commons.
- The **Web and Intranet Service** is responsible for Parliament's online communications and engagement using the parliamentary intranet, Parliament's website and other digital channels such as YouTube and Twitter.
- The **Media Service** has House-wide responsibility for working with the media.

The Public Engagement Directorate provides support to visitors to Parliament as well as support for schools and young people:

- The **Parliamentary Education Service** provides support for schools and an education visits programme.
- Staff in **Visitor Services** provide help and guidance to those visiting Parliament.

The **Curator’s Office** is responsible for conserving, developing and displaying the works of art collections of both Houses.

The **Parliamentary Office of Science and Technology** provides publications and other services on all matters regarding science and technology for Members of both Houses. It also provides advice to select committees.



**Parliamentary ICT (PICT)**

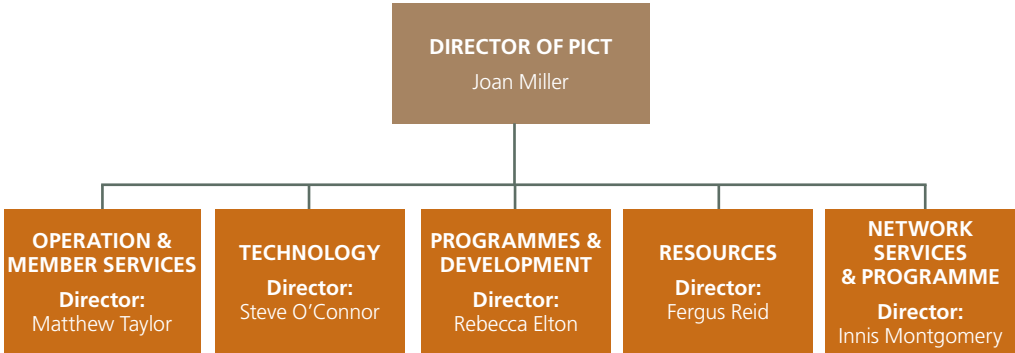
(joint department)

The **Operations and Member Services Directorate** in PICT is responsible for the provision of ICT services to Members of both Houses and their staff. Services include the ICT service desk, service engineers, desktop hardware and support, ICT training and telecommunications. Most of these services are also provided to other ICT users across the Parliamentary Estate.

The **Infrastructure and desktop projects and software team** in PICT oversees renewal and replacement projects; software provision to Members, Members’ staff and staff of both Houses.

The **Technology Directorate** manages the current and future technical ICT requirements in support of both Houses. It maintains business information systems, applications and the core network infrastructure.

The **Programmes and Development Directorate** is responsible for planning and delivering ICT programmes and projects required by the business.



## Other offices

In addition to the departments listed above there are a number of smaller offices:

- The **Speaker's Office** is responsible for supporting all aspects of the Speaker's duties. Staff in the Speaker's Office help organise the Speaker's meetings, talks and visits to public groups, schools and colleges across the UK.
- The **Office of the Chief Executive** supports the Clerk of the House of Commons in his roles as Chief Executive, Accounting Officer and Corporate Officer, and provides assurance to him through risk management, business resilience planning, project and programme assurance and internal audit. It also supports the Management Board and coordinates strategic and business planning and performance management. The Central Communications Team coordinates and promotes the work of the House Service to Members, their staff and House staff, and runs corporate events for House staff, Members and Members' staff.
- The **Parliamentary Security Director** is responsible for the strategy, planning and overall delivery of security across the Parliamentary Estate, including the cyber threat. He chairs the Parliamentary Security Board.
- The **Parliamentary Archives** in the House of Lords provides a shared records management and archives service to the administrations of both Houses. It is partly funded by the House of Commons.

## ANNEX 2: FINANCE

### Resource expenditure

The table below shows the current medium-term financial position, which covers the period 2013/14 to 2016/17.

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s
Baselines	224,000	224,000	224,000	224,000
Cost pressures				
• Inflation uplifts	3,012	6,067	10,114	14,367
• Other growth increases	1,442	1,651	1,697	1,643
Savings Programme	(6,503)	(18,035)	(17,809)	(17,809)
Further savings sought	–	(2,696)	430	(4,860)
Property and pensions non-cash adjustments	(1,916)	(1,916)	(1,916)	(1,916)
Change in contingency	(35)	929	1,984	2,575
<b>Revised baseline</b>	<b>220,000</b>	<b>210,000</b>	<b>218,500</b>	<b>218,000</b>
Transfer to Members Estimate <sup>(a)</sup>	(2,000)			
Potential General Election			(4,500)	
<b>Target resource Estimate</b>	<b>218,000</b>	<b>210,000</b>	<b>214,000</b>	<b>218,000</b>

Note: (a) The Estimate for 2013/14 has been reduced by £2 million to take account of the transfer of the costs of Members' stationery to the Members Estimate, agreed under the resolution passed by the House on 20 March 2013.

Target resource figures represent:

- The initial baseline fixed at £231 million for 2010/11 has been used as the reference point for the beginning of the Savings Programme. A planned Estimate of £210 million by 2014/15 represents a 17% saving in real terms over that period.
- Other growth increases include additional property and utility running costs.

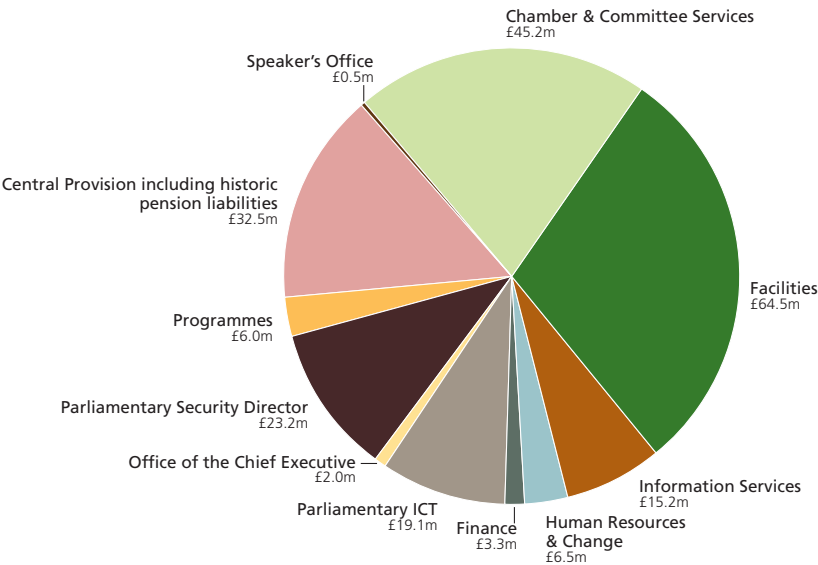
- Both the valuation of the parliamentary estates and pensions liabilities are driven by external market forces. This can give rise to fluctuations in non-cash costs scored against the Estimate.

On 10 December 2012 the Commission:

- a. Endorsed the Medium-term Financial Plan.
- b. Agreed a Resource Estimate for 2013/14 of £220.0 million.
- c. Agreed a Capital Estimate for 2013/14 of £32.8 million.

Resource expenditure

The chart below shows how the 2013/14 resource Estimate will be apportioned between departments and offices within the House Service. In the case of services shared with the House of Lords (including security and estates) the figures below represent the House of Commons share only.



**Capital expenditure – our investment plan**

Property-related expenditure will consume the majority of the capital investment provision of £30.8 million in 2013/14. In particular, major restoration projects associated with the Palace of Westminster are continuing. More details are shown in the chart below.

**PLANNED CAPITAL EXPENDITURE 2013/14**

