



HOUSE OF LORDS

Business Plan 2009/10



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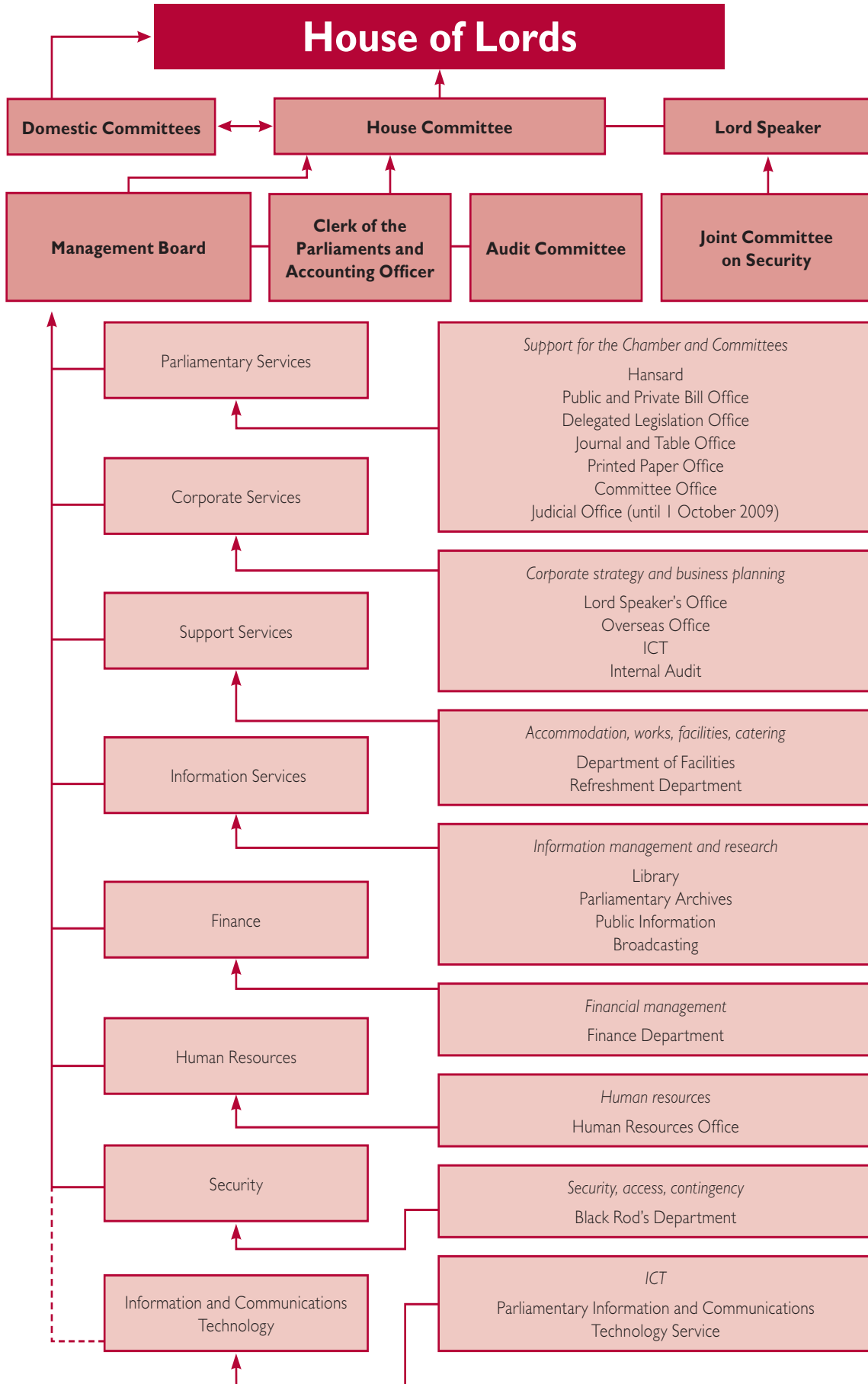
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Governance Structure



Introduction

This is the sixth annual corporate business plan for the House of Lords administration and, like its precursors, has been prepared by the Management Board and approved by the House Committee. It describes how, over the next three years, the administration will:

- a. provide effective and responsive services for the House and its members and
- b. pursue initiatives to develop and improve those services and to meet new challenges.

The business plan is written with reference to each of the objectives contained in the five year strategic plan agreed by the House Committee in May 2005 and reproduced here at page 9. The strategic plan is intended to provide a clear framework for the activities of the House administration and to give direction to the various administrative units in the House in developing their programmes of work. The House business plan is primarily concerned with House-wide strategic issues. More detailed plans about the administration of particular services are set out in the business plans of each office.

Business plans should contain clearly defined goals, timescales and measures for delivery of objectives in each Management Board member's area of responsibility. So building on last year's changes to layout, deliverables are identified in tabular form and assigned a target date for implementation. This year both the Board member and (in brackets) the budget holder responsible for delivery of the tasks are identified so as to make it clearer where ownership of projects actually lies. The plan also sets out the corporate risks associated with each major objective and the resources required to deliver the work of the House as a whole in the coming financial year. With the encouragement of the National Audit Office, some performance measures of success in the pursuit of objectives have also been included.

The business plan may be read in conjunction with the Annual Report of the House of Lords, the purpose of which is to set out the progress of the administration in carrying out the business plan in the previous financial year. The most recent report, for 2007/08, is published as HL Paper 152 Session 2007-08. The Resource Accounts of the House of Lords for 2007/08, which detail the House's use of financial resources that year, are published as HL Paper 161 Session 2007-08.

This year the Management Board identified two key themes which should be addressed in the business planning process and they are reflected in this plan:

Accommodation: Shortage of accommodation for members and staff continues to be acute. The business and spending plans foresee the renovation of 1 Millbank, culminating

in occupation in July 2011. This is one year later than envisaged in last year's plan and results from the decision of the House Committee on 22 April 2008 to synchronise the commencement of the works with the vacation of the Law Lords accommodation upon the establishment of the Supreme Court in October 2009. By using the Law Lords accommodation so freed up, it will be unnecessary to decant any Members of the House to 14 Tothill Street. The plan also envisages the renovation in Summer 2009 of Committee Rooms 1 and 2, currently used predominantly by the Appeal and Appellate Committees.

ICT: Following the establishment of the Parliamentary Information and Communications Technology Service (PICT) as a parliamentary joint department in accordance with the provisions of the Parliament (Joint Departments) Act 2007, most strategic developments in the area of ICT infrastructure appear in the PICT business plan. But many business developments continue to appear in the House's business plan which cannot be realised without PICT support. This year the Business Planning Group once again urged offices to make sure that PICT were fully involved in any projected ICT developments and teased out any remaining uncertainties at its meetings with stakeholders. This was consistent with the findings of the "health check" of PICT. Conducted by external consultants, this urged better relations between PICT and the business and proposed a greater role for budget holders in the funding and ownership of business-based ICT projects.

Staff and Members' Surveys

The survey of staff views was followed up in this year's office plans, particularly in those of the Human Resources Office. The survey of facilities and services for members had not been completed when office plans were written but any responses by the administration to the survey's findings will fall to be implemented in the coming planning period.

Administrative re-organisation

On 31 March 2008, the House agreed to the establishment of a new Facilities Department and the appointment of a suitably experienced Director of Facilities to assume responsibility from Black Rod for works, accommodation, facilities and services. The Director would also represent the Refreshment Department on the Management Board. The office of Black Rod would continue to be responsible for security, ceremonial events and access. In December 2008 a Director of Facilities and a new Black Rod (in succession to Sir Michael Willcocks who will retire in May 2009) were selected. The division in responsibilities will take effect from 1 April 2009.

In broad terms, activities under Objective 3 of the Strategic Plan (security, contingency planning and business continuity) will fall to Black Rod while activities under Objective 2 (accommodation and facilities) will fall to the Director of Facilities, as follows:

Director of Facilities

Works, maintenance and conservation (relating to the House of Lords estate and shared projects)

Office Services (cleaning, mail, photocopying, stationery and furniture)

Telecommunications and postal services

Accommodation

Committee and meeting room bookings

Oversight of catering and retail services

Black Rod

Security

Access of visitors and others to the House of Lords

Police services and fire safety

Contingency planning

Management of the Sovereign's Residual Estate at the Palace of Westminster

Ceremonial events

Other events and exhibitions

House of Lords Strategic Plan

The current strategic plan expires at the end of the second year of the current planning cycle. Early in the coming financial year 2009/10, the Business Planning Group will therefore revise the House Strategic Plan to cover the years 2010/11 – 2014/15. This will be submitted to the Management Board and House Committee for approval in the usual way.

Core business

By its very nature a corporate business plan concerns itself with strategic issues and the securing of change. It is not a description of the work of the House and the administration across the whole spectrum of its activities – it does not, in other words, seek to replicate everything contained in office business plans. The Management Board recognises that, in fulfilling the aim of enabling the House and its Members to carry out their parliamentary and judicial functions fully and effectively, the administration's support of the House's core business is paramount. The Management Board and the House Committee are pleased with the generally high satisfaction ratings which the recent survey of Members of the House has accorded those parts of the administration which

provide core services, and will use the data gathered by the survey further to improve standards across the administration.

Communicating the plan

The administration should communicate plans and priorities to all staff so as to engage them fully in support of their delivery. We hope that the format in which the Business Plan is now presented will assist that process, and engage the interest of Members of the House and staff alike. As last year, copies will be sent to every Member and to all offices.

House of Lords Strategic Plan 2006-11

AIM

The aim of the House of Lords administration is:

To enable the House and its Members to carry out their parliamentary and judicial functions fully and effectively.

Core Tasks

The core tasks of the House of Lords administration are:

1. To meet the needs of the House and its committees
2. To meet the parliamentary and judicial needs of individual Members regardless of party or office
3. To make the House and its work accessible to the public
4. To maintain the heritage and integrity of the House's buildings and collections

Strategic Objectives

The following objectives are intended to contribute to the core tasks set out above. The annual business plans will set out how these objectives will be met.

Delivery objectives

1. Ensure that the procedural advice, research, administrative support and reporting services for the House and its committees are timely, impartial, and of high quality, and are provided in a way which is responsive to Members. [Links to core task 1]
2. Improve the provision of accommodation and facilities to enable Members, Members' staff and the staff of the House to work in an efficient and safe environment. [Links to core tasks 2 & 4]
3. Ensure that security arrangements are appropriate to the assessed level of threat and allow the House to function effectively; and develop contingency plans to enable the House and its committees to continue their work under any circumstances. [Links to all core tasks]
4. Improve public access to, and understanding and knowledge of, the work of the House of Lords and its heritage. [Links to core tasks 3 & 4]

Supporting objectives

5. Pursue human resources policies which promote the recruitment, retention and development through training of staff of high calibre; which encourage diversity and support innovation; and which provide staff with the skills and motivation to meet the needs of the House. [Links to all core tasks]
6. Ensure a system of corporate governance and internal control which is open, effective and accountable, which delivers value for money and which is based on sound financial management. [Links to all core tasks]
7. Develop information and communication strategies to give parliamentary and public users ready access to parliamentary information, when they want it and without having to know where it is held. [Links to all core tasks]
8. Strengthen working relationships with the House of Commons, devolved parliaments and assemblies, Commonwealth parliaments and European Union institutions and national parliaments. [Links to all core tasks]

Core Values

The administration will be guided by the following core values and principles:

- Respect for the constitutional importance and dignity of Parliament
- Professional excellence
- Honesty, impartiality and integrity
- Openness and accountability
- Obtaining value for money
- Fairness and respect for all staff

Business Plan 2009/10–2011/12

House and Committees

Objective 1: Ensure that the procedural advice, research, administrative support and reporting services for the House and its committees are timely, impartial, and of high quality, and are provided in a way which is responsive to Members.

The pursuit of this objective constitutes the central activity of the House administration—to support the work of the chamber and of committees. It dictates the work of the Public and Private Bill Office, the Delegated Legislation Office, the Journal Office (including the Table Office), the Committee Office, the Printed Paper Office, the Judicial Office (until October 2009), the research resources of the Library, and the Official Report (Hansard): and it draws heavily upon the support staff immediately involved in servicing the chamber and committee rooms.

Risks

- Failure to anticipate and plan for the range of requirements of the House and its Committees.
- Failure to ensure the provision of skills, systems and facilities to enable the House and its Committees to discharge their functions properly.
- Disruption to the business of the House and Committees because of inadequate advice or services.

Performance indicators

- Quality of service provided to Members are improved in line with findings of the 2008/09 survey of facilities and services provided to Members.
- Timely and accurate production of all documents and services relating to Chamber business.
- Select Committee reports are published to House standard and on time.

Task	Deliverable	Target Date	Responsible
Effect the transfer of the functions of the Judicial Office to the Supreme Court.	<ul style="list-style-type: none"> Ensure that the appellate functions are transferred smoothly to the Supreme Court. 	October 2009	Parliamentary Services (Clerk of the Judicial Office)
Keep select committee work relevant to House's requirements.	<ul style="list-style-type: none"> Assist the Liaison Committee to prepare for a review of select committee activity of the House at the start of a new Parliament and implement agreed way forward. Subject to the coming into force of the Lisbon Treaty, implement new EU scrutiny procedures consequential on the Treaty. 	June 2010 As required	Parliamentary Services (Clerk of Committees)
Maintain system of registration of Members' Interests.	<ul style="list-style-type: none"> Restructure support for registration of interests following closure of the Judicial Office. 	October 2009	Parliamentary Services (Registrar of Members' Interests)
	<ul style="list-style-type: none"> Implement any proposals agreed to by the House in connection with the Code of Conduct. 	2009/10	
Provision of reporting services.	<ul style="list-style-type: none"> Ensure provision of committee transcription service after expiry of current contract in 2010. Replace the current digital audio system with a new (bicameral) solution for audio and video recording. 	August 2010 2009/11	Parliamentary Services (Clerk of Committees/ Editor of Debates) Editor of Debates

Task	Deliverable	Target Date	Responsible
Develop information and library services to meet Members' needs.	<ul style="list-style-type: none"> Plan and implement an upgrade of the Library's intranet site to allow for the development of a virtual library. 	2009/10	Information Services (Director of Information Services and Librarian)
	<ul style="list-style-type: none"> Plan new research and information provision for 1 Millbank, including e-library. 	2009/11	
	<ul style="list-style-type: none"> Implement a collections management strategy for acquisition and retention of holdings based on the needs of the House. 	2009-12	
	<ul style="list-style-type: none"> Transfer Law Lords Library materials to the Supreme Court. 	September 2009	
	<ul style="list-style-type: none"> Investigate online press monitoring alerts for Members and staff (Library with the Information Office). 	March 2011	
	<ul style="list-style-type: none"> Plan and procure a new library housekeeping management system for all stock. 	March 2011	
Support for Members in discharging their legislative function.	<ul style="list-style-type: none"> Public Bill Office to conduct an in-depth survey of Members and other stakeholders of the services the office provides. 	March 2010	Parliamentary Services (Clerk of Public and Private Bills)
	<ul style="list-style-type: none"> Improve reliability of printing amendments by originating all text in Frame Maker bill software and bringing typing of amendments in-house. 	October 2009	
	<ul style="list-style-type: none"> Support Special Public Bill Committees for Law Commission Bills, following the procedures agreed by the House on 3 April 2008. 	May 2009	
	<ul style="list-style-type: none"> Revise Private Bill Standing Orders. 	December 2009	

Task	Deliverable	Target Date	Responsible
Provision of papers and publications to Members of the House.	<ul style="list-style-type: none"> Enhance Printed Paper Office Information System so as to enable access to publications catalogue on the Parliamentary Intranet and to allow electronic requests for papers from Members and offices. 	October 2009	Parliamentary Services (Clerk of the Printed Paper Office)
Printing and publishing	<ul style="list-style-type: none"> Commence preparations for negotiating new contracts for printing and publishing House of Lords documents, to take effect between 2012 and 2016 (dependent on the length of any extension of the current contract). 	2010-11	Parliamentary Services (Clerk of the Printed Paper Office)
Provide up-to-date procedural advice	<ul style="list-style-type: none"> Revise and re-issue the Companion to the Standing Orders. 	December 2009	Parliamentary Services (Clerk of the Journals)

Accommodation and Facilities

Objective 2: Improve the provision of accommodation and facilities to enable Members, Members' staff and the staff of the House to work in an efficient and safe environment.

This objective is concerned with providing an appropriate physical environment in which the House of Lords may operate. It embraces the commissioning of building maintenance and works, both on a shared basis with the Commons and, for those parts of the estate in sole Lords occupation, on a Lords only basis. The object also includes strategic consideration and planning of the use of accommodation. The Director of Facilities is responsible for delivery of this objective working through the Director of Parliamentary Estates. On joint projects the Director of Facilities acts in conjunction with the Director-General of Facilities in the House of Commons.

Risks

- Failure of the 1 Millbank project to deliver the expected benefits.
- Failure to manage the procurement and fit-out of 1 Millbank in accordance with the project plans.
- Failure to manage and deliver the associated decant plan required to enable the 1 Millbank project to begin on time.
- Failure to plan, monitor and control works and accommodation and related services in the Lords part of the Estate to meet the needs of Members and offices and fulfil the House's stewardship obligation for the Palace.
- Failure of the Lords administration to deliver priority business requirements of Members of the House because of accommodation constraints.
- Failure to ensure that the Lords administration is able properly to exercise joint supervision and control over shared projects and programmes of work.

Performance indicators

- Improvement in member satisfaction with accommodation, as reflected in successive Members' surveys.
- Works projects meet key milestones and are completed on time, within budget and to the agreed standard.

Task	Deliverable	Target Date	Responsible
Improving support to individual Members, party groups and crossbenchers.	<ul style="list-style-type: none"> Co-ordinate a response to the findings of a second survey of facilities and services offered to Members. 	July 2009	Corporate Services (Reading Clerk)
Provision of extra accommodation for members and staff.	<ul style="list-style-type: none"> Renovate 1 Millbank with consequential work in 2 Millbank, on revised timetable as agreed by the House. Fit out 14 Tothill Street as decant accommodation for staff from 2 Millbank. Occupation of Law Lords and Judicial Office accommodation by Members currently in 2 Millbank. Re-occupation of 1 & 2 Millbank by Members and staff. 	<p>October 2009 - May 2011</p> <p>September 2009</p> <p>September 2009</p> <p>May - September 2011</p>	Support Services (Director of Facilities)
Modernisation of Committee Rooms.	<ul style="list-style-type: none"> Renovate Committee Rooms 1 and 2 to current select committee standards. 	August - September 2009	Support Services (Director of Facilities)
Shared maintenance projects with the Commons as part of the 25 year programme.	<ul style="list-style-type: none"> Replacement of cast iron roofs: Speaker's Court phase. Continue and complete design stage for the replacement of mechanical and electrical services in the Palace. As part of the project to provide a new fire detection and voice alarm system for the Palace of Westminster, conduct initial phase to test practicalities of the current design. Make the necessary adjustments to comply with the Disability Discrimination Act 1995. 	<p>2009-2012</p> <p>2009/10</p> <p>2009/11</p> <p>2009/11</p>	Support Services (Director of Facilities in conjunction with Director-General of Facilities, House of Commons)
Possible decanting from the Palace of Westminster.	<ul style="list-style-type: none"> Consider the report of the feasibility study on decanting from the Palace during the renewal of the mechanical and electrical services. 	July 2009	Clerk of the Parliaments

Security

Objective 3(a): Ensure that security arrangements are appropriate to the assessed level of threat and allow the House to function effectively.

The security aspect of strategic objective 3 is the responsibility of Black Rod, in conjunction with the Serjeant at Arms of the House of Commons and the Parliamentary Security Co-ordinator. It includes identification of threat, the commissioning of security systems and barriers, and management of the Metropolitan Police contract.

Risks

- Failure to maintain the business of the House and the activities of Members, staff and visitors through failure to:
 - Identify threats, whether accidental or deliberate, to the security and integrity of persons, systems and facilities.
 - Take appropriate preventative action.

Performance indicators

- No loss of parliamentary business due to breaches of security.
- No damage to persons or property.

Task	Deliverable	Target Date	Responsible
Mitigation of vehicle-borne attack on Palace of Westminster, jointly with the House of Commons.	<ul style="list-style-type: none"> • Implement Phase 3 of the Corus steel road barriers. • Plan and, subject to approval and funding, acquire an off-site commercial vehicle searching facility 	2009/11 2009/10	Security (Black Rod)
Mail security screening	<ul style="list-style-type: none"> • Undertake the tender process for re-letting of Mail Security Screening Contract, jointly with the House of Commons. 	August 2010	Support Services (Director of Facilities)
Police and security	<ul style="list-style-type: none"> • Re-negotiate the Metropolitan Police Contract, jointly with the House of Commons. 	December 2009	Security (Black Rod)

Contingency Planning and Business Continuity

Objective 3(b): Develop contingency plans to enable the House and its Committees to continue their work under any circumstances.

This aspect of strategic objective 3 involves the development, testing and maintenance of plans to reduce the disruption caused by terrorist action or other unplanned events. The objective includes contingency planning involving relocation of the chamber and business continuity and disaster recovery planning within the existing estate.

Risks

- Failure to establish and communicate appropriate contingency plans.

Performance indicators

- Completion of contingency and business continuity plans, with provision for regular up-dating and testing.
- Timely communication of plans to Members, and staff (including Members' staff).

Task	Deliverable	Target Date	Responsible
Develop contingency and business continuity plans to reduce the impact of disruption caused by terrorist action or other unplanned events.	<ul style="list-style-type: none">• Improving and monitoring business continuity planning in conjunction with the House of Commons and PICT.• Establishing and testing a joint incident management framework for the two Houses.	2009/10 July 2009	Clerk Assistant

Outreach and Access

Objective 4: Improve public access to, and understanding and knowledge of, the work of the House of Lords and its heritage.

The proceedings of the House and most sittings of committees are conducted in public and have long been communicated in written and broadcast form. Pursuit of this objective involves further enhancing the ways in which parliamentary information is disseminated—through the internet and web-casting for example. It also involves the preparation and production of written material describing the work of the House and its Committees and answering requests for information from the public. The House administration collaborates with the Commons in the provision of education, broadcasting, visitor, website and outreach services and undertakes certain outreach responsibilities of its own in support of the Lord Speaker's outreach programme. While these tasks are shared by staff in many different offices across the House, the responsibility for furthering this objective lies in the main with the Director of Information Services and Librarian.

Risk

- Mismatch between demands and requirements of users and stakeholders on the one hand and resources and materials available on the other.

Performance indicators

- Improvement in user satisfaction ratings for the website.
- Improved public awareness of the House of Lords is reflected in surveys of political engagement.
- Increased levels of satisfaction ratings for outreach events under the House outreach plan.

Task	Deliverable	Target Date	Responsible
Outreach	<ul style="list-style-type: none"> As part of the Lord Speaker's outreach programme, host a further youth event in the Chamber of the House. Appoint jointly with the Commons four additional regional outreach officers. Jointly with the Commons begin the three year programme "Connecting with Communities", comprising regional displays and activities. 	December 2009	Information Services (Director of Information Services and Librarian)
		March 2010	
		January 2010	
Education	<ul style="list-style-type: none"> Collaborate with the Commons in the expansion of the Education Service (2nd year of 3 year programme) and in planning for proposed new Education Centre. Offer training for education and outreach staff. 	March 2010	Information Services (Director of Information Services and Librarian)
		December 2009	
Exhibitions	<ul style="list-style-type: none"> Stage a commemorative display on the 500th Anniversary of the Lords Journal, in the Royal Gallery. Stage the Connecting with Communities Exhibition in Westminster Hall, to launch the regional programme. 	January 2010	Information Services (Clerk of the Records)
		July 2009	
Internet/Websites	<ul style="list-style-type: none"> Deliver additional content relating to the House of Lords: <ul style="list-style-type: none"> - YouTube - Virtual Tours - Living Heritage Roll out a User Guide to the Legislative Process. 	March 2010	Information Services (Director of Information Services and Librarian)
		June 2009	
Press	<ul style="list-style-type: none"> Develop proposals for a 24 hour press and media service. Promote the 30th Anniversary of the Science and Technology Committee. 	March 2010	Information Services (Director of Information Services and Librarian)
		March-July 2009	

Staffing and Training

Objective 5: Pursue human resources policies which promote the recruitment, retention and development through training of staff of high calibre; which encourage diversity and support innovation; and which provide staff with the skills and motivation to meet the needs of the House.

The Director of Human Resources is responsible for the delivery of this objective on behalf of the Clerk of the Parliaments who, as Corporate Officer, employs House of Lords staff. The objectives are met by implementing human resources policies and procedures which are consistent with current employment legislation and best practice, and with a view to keeping broadly in line with the House of Commons and the rest of the public service.

Risks

- Failure to ensure that the House has a workforce with the required skills and commitment.
- Failure to comply with legal obligations of the administration as an employer.

Performance indicators

- Sudden fluctuations in staff turnover are avoided.
- Recruitment is managed in line with business needs and vacancies filled within five months.
- Training needs analyses are seen to meet skills gaps.

Task	Deliverable	Target Date	Responsible
Provide a working environment where staff are supported and encouraged in personal development.	<ul style="list-style-type: none"> Review case for and process of renewing Investors in People accreditation. Plan and procure the third staff survey. 	October 2009 March 2010	Director of Human Resources
Manage staffing implications of the transition from the Judicial Office to the Supreme Court.	<ul style="list-style-type: none"> Ensure transition arrangements for staff comply with current legislation Re-absorb into parliamentary service those staff who do not transfer. 	October 2009	Director of Human Resources
Deliver training and development strategy.	<ul style="list-style-type: none"> Meet skills gaps by offering training for staff in: <ul style="list-style-type: none"> Prince2 Project Management. contract management and negotiation; and preparation of business cases. 	September 2009 September 2010 February 2010	Director of Human Resources
Pay and grading.	<ul style="list-style-type: none"> Review staff appraisal system. 	January 2010	Director of Human Resources
Recruitment and retention of staff.	<ul style="list-style-type: none"> Review recruitment procedures for House of Lords staff. Review retirement age policy 	May 2009 July 2009	Director of Human Resources
Promoting health and safety at work.	<ul style="list-style-type: none"> Review arrangements for management of health and safety following the establishment of the Department of Facilities. 	December 2009	Director of Human Resources/ Director of Facilities

Corporate Governance

Objective 6: Ensure a system of corporate governance and internal control which is open, effective and accountable, which delivers value for money and which is based on sound financial management.

The Clerk of the Parliaments as Accounting Officer is responsible for ensuring the propriety and regularity of the administration's stewardship of financial resources and for establishing an appropriate system of internal controls. The House of Lords Management Board collectively is responsible for ensuring that appropriate and timely decisions are taken either by itself or through a system of delegations. The Board advises the House Committee, through the Clerk of the Parliaments, on matters which are reserved to it. The Board also ensures scrutiny of financial systems and monitors the risks faced by the House and its administration, and oversees the preparation of the business and financial plans, resource accounts and other strategic documentation.

Risks

- The administration suffers damage to its reputation, or does not deliver value for money, through failure to:
 - Plan, monitor and account for the House's consumption of resources.
 - Establish, communicate and adhere to appropriate arrangements for governance and internal control.
 - Establish arrangements with external suppliers which serve the interests of the House.

Performance indicators

- The statement of internal control is produced on time and to the satisfaction of the Audit Committee with no major failings or weaknesses reported.
- Financial controls are monitored routinely by both internal and external auditors with no major failings or weaknesses reported.
- Targets relating to the Refreshment Department are met.

Task	Deliverable	Target Date	Responsible
Providing value for money for the taxpayer on trading funds.	<ul style="list-style-type: none"> Increase value for money in the performance of the Refreshment Department. 	2009/2010 and 2010/2011	Finance (Finance Director/ Director of Facilities)
Provide sound management information to Members and staff.	<ul style="list-style-type: none"> Prepare new House Strategic Plan for 2010-15. 	August 2009	Corporate Services (Reading Clerk)
	<ul style="list-style-type: none"> Develop office-level statements of internal control and assurances to the Accounting Officer. 	2009/10	Clerk of the Parliaments
Enhance management performance.	<ul style="list-style-type: none"> Complete internal review of the working of the Management Board. 	May 2009	Clerk of the Parliaments
House of Lords Visual Identity Guidelines.	<ul style="list-style-type: none"> Gradual roll-out to offices of Visual Identity Guidelines, governing use of the Portcullis and format of documents. 	2009/10	Corporate Services (Reading Clerk)
Corporate Responsibility.	<ul style="list-style-type: none"> Management Board to agree a Corporate Responsibility policy for the House of Lords administration. 	May 2009	Corporate Services (Reading Clerk)
	<ul style="list-style-type: none"> Secure House of Lords agreement to a bi-cameral environmental policy for the Houses of Parliament. 	July 2009	

Information and Communications

Objective 7: Develop information and communication strategies to give parliamentary and public users ready access to parliamentary information, when they want it and without having to know where it is held.

This objective aims to improve accessibility of parliamentary information, chiefly by electronic means; and to take advantage of information technology in the management and archiving of parliamentary information. Most of the initiatives in this area are the responsibility of the Director of Information Services and Librarian and are heavily dependent on the support of PICT services.

Risks

- The administration fails to meet the needs of users because of failure to:
 - Establish priorities and responsibilities for the provision of information services.
 - Provide the kind or the quality of information sought or to meet expectations about levels of service.
 - Provide secure, well-maintained, responsive and accessible ICT services to Members, officials and the public.

Performance indicators

- House information projects are delivered on time and to agreed quality standards.
- PICT business plans include support for delivering ICT-dependent Lords projects.

Task	Deliverable	Target Date	Responsible
Improve service delivery by PICT.	<ul style="list-style-type: none"> Implement the response to the 2008 "Health Check" as agreed by the Management Boards for the two Houses, in particular: <ul style="list-style-type: none"> - clarification of funding arrangements, - improvement of business relationships, and - bigger role for business managers in leading and funding business-related ICT projects. 	July 2009	Corporate Services (Reading Clerk)/ PICT (Director of PICT)
	<ul style="list-style-type: none"> Commission on behalf of JBSB a follow-up on implementation of the "Health Check" 	June/July 2009	
Improve accessibility of procedural information.	<ul style="list-style-type: none"> Modular delivery of up-graded ICT applications to allow procedural information (e.g. HL Business, Journals, Hansard) to be shared electronically and re-used for multiple purposes. 	2009/11	Parliamentary Services (Clerk of the Journals/ Editor of Debates)
	<ul style="list-style-type: none"> Review the Registry Database, bringing all support in-house and making it more robust and easier to use. 	2009/10	
Improve accessibility of parliamentary information.	<ul style="list-style-type: none"> Contribute to the development of a Parliamentary Information Management Strategy which maps core business processes and the information flows which support them. 	March 2010	Information Services (Director of Information Services and Librarian)
	<ul style="list-style-type: none"> Deliver Phase 2 enhancements to House of Lords Intranet (re-design of site, new material on legislation etc.) 	March 2010	

Task	Deliverable	Target Date	Responsible
	<ul style="list-style-type: none"> • Complete the first stage of a project to rationalise and improve identity management (names and databases) of Members and staff. • Review the Parliamentary Records Management Policy. • Contribute to the further development of the bi-cameral SPIRE project (electronic documents and records management) and participate in pilots, leading to approval of a business case and choice of a preferred option. • Implement the digital preservation strategy, years 2 to 4. • Devise a digitisation strategy for Parliamentary records and prepare a business case for implementation. 	<p>March 2010</p> <p>2010/11</p> <p>March 2010</p> <p>2009/12</p> <p>2009/10</p>	
Data security	<ul style="list-style-type: none"> • Participate fully in the bi-cameral Data Assurance Group and apply appropriate data security measures in all offices. 	2009/2010 and 2010/2011	Corporate Services (Reading Clerk)

External Relations

Objective 8: Strengthen working relationships with the House of Commons, devolved parliaments and assemblies, Commonwealth parliaments and European Union institutions and national parliaments.

All members of the Management Board and other senior managers have responsibility in promoting working relationships with the House of Commons, particularly over shared services, and in participating in regular networking meetings with their counterparts from the devolved parliaments and assemblies.

Delegations to international parliamentary assemblies, representative travel (including that of the Lord Speaker or her representative), and inward visits are the responsibility of the Reading Clerk as Clerk of the Overseas Office. Four inter-parliamentary bodies – the Inter-Parliamentary Union, Commonwealth Parliamentary Association, British American Parliamentary Group and British Irish Inter-Parliamentary Assembly – undertake activities within their areas of competence which are consistent with this objective, in promoting best democratic practice and inter-parliamentary contact. The Reading Clerk is budget-holder for the Lords contribution to these bi-cameral bodies and sits on their executive committees.

Risk

- Failure to secure the administration's objectives in respect of policies developed and services procured or delivered in partnership with the House of Commons.

Performance indicators

- Reputation of the House is enhanced by representation at international parliamentary assemblies and conferences.
- NATO Parliamentary Assembly 2009 is hosted to appropriate standards and within budget.
- Shared services with the House of Commons operate to the benefit of the House of Lords.
- House participation in the activities of the inter-parliamentary bodies is broadly commensurate with its share of financial support and furthers House objectives.

Task	Deliverable	Target Date	Responsible
Hosting meetings of international parliamentary assemblies	<ul style="list-style-type: none"> Plan for and assist in running the NATO Parliamentary Assembly, Edinburgh 2009 Contribute towards the funding of the Commonwealth Parliamentary Association's Centenary Conference, London 2011; and ensure value for money. 	November 2009 July 2011	Corporate Services (Reading Clerk and Clerk of the Overseas Office)
Improve the provision of shared services.	<ul style="list-style-type: none"> Review, with the House of Commons, the terms of reference of the Joint Business Systems Board. Review, with the House of Commons, estates governance and the role of the Parliamentary Estates Board. With the House of Commons, improve systems for the joint planning and monitoring of the bi-cameral Information Services (Parliamentary Archives, Broadcasting, Curator's Department, Education, Outreach, Visitor Services and Webcentre). 	July 2009 July 2009 March 2010	Corporate Services (Reading Clerk) Facilities and Works (Director of Facilities) Information Services (Director of Information Services and Librarian)

Spending Plans

2009/10 - 2011/12

The following section sets out the forecast resource costs of the House on the basis of the work reflected in this business plan. These costs have been approved by the House Committee as the overall funding for the House administration for the period of the business plan. The first year of the spending plans is the approved Estimate for 2009/10 while costs in the second and third years will form the basis of the formal bids for funding in the Estimates for the following years. Spending plans are reviewed annually by the House Committee.

Details of this expenditure, annually adjusted, are as follows.

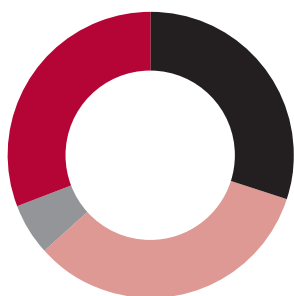
	2009/10	2010/11	2011/12
	£000s	£000s	£000s
Staff Pay Costs	£18,529	£18,015	£18,371
Other Staffing Costs	£6,871	£7,455	£8,075
Externally Provided Services	£476	£481	£473
Consultants	£77	£108	£72
Printing and Publishing	£3,234	£3,239	£3,208
Supply of Publications	£1,349	£1,341	£1,417
Stationery and Office Equipment	£446	£449	£461
ICT Services	£8,511	£7,828	£7,312
Public Information	£1,452	£1,364	£1,234
Conferences and Delegations	£500	£377	£1,024
Committee Fees And Expenses	£492	£500	£507
Members' Expenses	£20,180	£21,344	£21,681
Security	£10,967	£10,919	£10,919

	2009/10	2010/11	2011/12
Postal Service	£431	£432	£432
Grants	£1,769	£1,823	£1,884
Other Costs	£5,706	£8,859	£8,771
Property Costs	£43,809	£49,503	£63,892
Income	(£7,458)	(£7,261)	(£7,465)
Net Resource Requirement	£117,341	£126,776	£142,268
Capital Investment	£15,309	£36,727	£25,595
Total Resources	£132,650	£163,503	£167,863

Accruals to cash adjustments:			
Cost of capital charge	(£17,882)	(£19,476)	(£20,771)
Depreciation	(£8,999)	(£8,848)	(£19,133)
Other non-cash items	(£7,661)	(£8,306)	(£8,723)
Movements in working capital	(£40)	(£120)	(£165)
Total	(£34,582)	(£36,750)	(£48,792)
Net Cash Requirement	£98,068	£126,753	£119,071

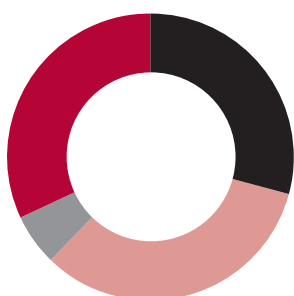
Total Resources by Core Task

	Core Task 1 House and Committees	Core Task 2 Members	Core Task 3 Access	Core Task 4 Heritage	Total
	£000s	£000s	£000s	£000s	£000s
2009/10	£35,307	£39,187	£6,897	£35,950	£117,341
2010/11	£37,110	£41,919	£7,279	£40,468	£126,776
2011/12	£37,723	£45,904	£7,319	£51,322	£142,268



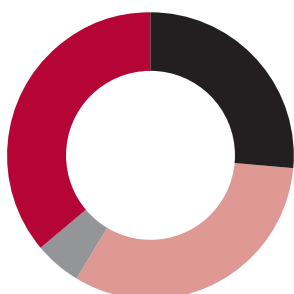
2009/10

- Core Task 1
- Core Task 2
- Core Task 3
- Core Task 4



2010/11

- Core Task 1
- Core Task 2
- Core Task 3
- Core Task 4



2011/12

- Core Task 1
- Core Task 2
- Core Task 3
- Core Task 4

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