

House of Commons Corporate Governance Framework

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What is Corporate Governance?

1. Good corporate governance is fundamental to any effective organisation and is the hallmark of any well-managed corporate entity. Corporate governance is the way in which organisations are directed, controlled, led and accountable. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the organisation's objectives are set, and provides the means of attaining those objectives, monitoring performance and managing risks. Importantly, it defines where accountability lies throughout the organisation.

Purpose of the Governance Framework

2. This document provides an overview of the House's governance arrangements, how they are tested and how they are being improved.

Decision-making

3. The House of Commons Administration is overseen by the group of MPs who make up **the House of Commons Commission**. The management of the House Service and its operations is delegated, through an Instrument of Delegation [see Appendix 1], by the Commission to the senior officials who form **the House of Commons Management Board**.

The House of Commons Commission

4. The House of Commons Commission is chaired by the Speaker of the House of Commons, a Member of the House elected as Speaker by a ballot of all MPs. The other members are the Leader of the House, the Shadow Leader of the House (or another MP appointed by the Opposition) and three backbench MPs from the three largest parties. The Commission is legally responsible, under the House of Commons Administration Act 1978, for the administration of the House of Commons. The Commission formally agrees the annual budget for the House; its approval must be obtained for any major change to the structure of the House of Commons Service; and it is the legal employer of the members of that Service.
5. The Commission is supported by two committees of MPs, which are Select Committees of the House: the Finance and Services Committee, which acts as an advisory body to the Commission, and the Administration Committee, which also acts as an advisory body and as a channel of communication to and from MPs in general. These committees are not decision making bodies.
6. Members of the Commission form the membership of the Members Estimate Committee, which is responsible for preparing the Members Estimate, and reviewing activities, derived from resolutions of the House, which are charged to the Members Estimate.¹
7. There are two Audit Committees. The Administration Estimate Audit Committee advises the Commission (of which it is a sub-Committee) and the Members Estimate Audit Committee advises the Members Estimate Committee (of which it is a sub-committee). The Administration Estimate Audit Committee takes the lead on governance arrangements for the House Service.

¹ Responsibility for Members' pay and expenses was transferred to the Independent Parliamentary Standards Authority in 2010.

The House of Commons Management Board

8. The Management Board oversees the operational functions of the House and develops the House's policies, budgets and strategic planning, the main elements of which are endorsed by the Commission. The Clerk of the House of Commons, as Chief Executive, chairs **the Management Board**. The other members are the heads of the five Departments of the House: the Departments of Chamber and Committee Services, Facilities, Finance, Human Resources and Change, and Information Services, together with three external members: the director of Parliamentary ICT, a bicameral department serving both Houses, and two non-executive members.
9. The Office of the Chief Executive sits outside the departmental structure and supports the Chief Executive and the Management Board in functions such as strategic and business planning, corporate risk management, coordination of business resilience, internal communications, internal audit and programme and project assurance.

Other Boards and Groups

10. The Management Board has delegated some responsibility or agreed terms of reference for other boards and groups to oversee areas such as ICT, security, Estates, Business Resilience and Business Management. Several of these bodies are bi-cameral. Details of the roles and responsibilities of these groups are set out in Appendix B.

The House of Commons Service

11. The House of Commons Service, together with PICT, consists of some 1,700 full-time equivalent permanent employees. The House Service supports the work of the House of Commons and provides some services, such as estates, to the House of Lords. In turn, the House of Lords provides some services, such as archives, to the House of Commons.
12. The members of the House Service are servants of the legislature, not the Executive, and are not civil servants. They are required to be entirely politically impartial in their work. Detailed guidance on this point is contained in the staff handbook.

Clerk of the House and Chief Executive

13. The House of Commons Service is headed by a permanent official, the Clerk of the House of Commons, who is also Chief Executive. He is also the Corporate Officer, Accounting Officer and Data Controller, as explained later in this document.

Clerk of the House

14. The Clerk of the House is the House's principal adviser on constitutional and procedural issues, and on Parliamentary privilege. In this he is supported by the Clerk Assistant and senior members of the Department of Chamber and Committee Services, and Speaker's Counsel. The Clerk is appointed directly by the Crown by Letters Patent. Neither the Clerk nor the Clerk Assistant (who is appointed by the Crown under the sign manual) is an employee of the House of Commons Commission.²

² The remuneration of the Clerk and Clerk Assistant is funded from the Administration Estimate, in common with employees of the Commission.

Chief Executive

15. As Chief Executive of the House of Commons, the Clerk chairs the Management Board. Together with the members of the Board, he is responsible for the operational functions of the House Service and for developing the House Service's policies and strategic planning.

Other responsibilities

16. The Clerk of the House has other legal responsibilities. As Corporate Officer he is authorised by the Parliamentary Corporate Bodies Act 1992 to acquire, hold, manage and dispose of property on the House's behalf and to enter into contracts on behalf of the House of Commons. As Accounting Officer he has overall responsibility for the House's finances, resource accounting and internal controls. Together with the Corporate Officer of the House of Lords (the Clerk of the Parliaments) he appoints the Director of Parliamentary ICT (PICT), a joint department of the two Houses.

17. As the Responsible Person under the Fire Safety Order the Clerk of the House has the ultimate responsibility for fire safety management on the Commons part of the Estate.

18. The Clerk of the House is responsible for ensuring that the House fulfils its health and safety responsibilities and that there are adequate resources to do so. He has delegated authority for the day-to-day management of safety and health related issues to the Director-Generals, who must make sure the safety policy is put into practice in their Directorates. More details about the allocation of responsibility are set out in the Health and Safety Policy.

Role of the Accounting Officer

19. The House of Commons Commission appoints the Accounting Officer for the Administration Estimate and the Speaker appoints the Accounting Officer for the Members Estimate. The Clerk of the House has been appointed as Accounting Officer in respect of both Estimates.

20. The Accounting Officer is responsible for ensuring that the resources authorised by Parliament and sums to be drawn down from the Consolidated Fund are used for the purposes intended by Parliament as set out in the Estimates ambit.

21. The Accounting Officer follows the standards set out in *Corporate Governance in Central Government Departments: Code of Good Practice and Managing Public Money* issued by HM Treasury unless there are good constitutional or operational reasons for doing otherwise. This requires the Accounting Officer to ensure that the House Service operates effectively and to a high standard of probity, for the appropriate use of public money and the stewardship of assets.

22. The Accounting Officer is responsible for the preparation of the House of Commons Administration Estimate on behalf of the Commission in sufficient time for it to be laid before Parliament to secure the agreed funding required for each financial year. The Accounting Officer is also responsible for the preparation of the House of Commons Administration Resource Accounts after the year end, and for them being transmitted to the appointed external auditors within an agreed timetable. The accounts include a governance statement which gives assurance about the performance achieved and provides an insight into the risk profile and actions being undertaken to manage the

risks identified to an acceptable level. The Accounting Officer is required to sign the Resource Accounts.

23. In essence, the Accounting Officer must be able to assure Parliament and the public of high standards of probity in the management of public funds. This will include the House Service's governance arrangements, decision-making and financial management arrangements, promoting and safeguarding regularity, propriety, affordability, sustainability, risk and value for money; and for accounting accurately and transparently for the transactions and the financial position of the House Service.
24. The Accounting Officer, assisted by the Senior Information Risk Owner (SIRO) also has overall responsibility for ensuring that information risks are assessed and mitigated to an acceptable level.
25. The Accounting Officer is required to have a thorough understanding of propriety and regularity issues as they affect the public service.
26. The Accounting Officer is advised by both Audit Committees.

Speaker's Counsel

27. The Counsel to the Speaker, who heads the Office of Speaker's Counsel, has the general duty of advising the Speaker and Departments of the House on legal questions arising out of the administration of the affairs of the House and in relation to legal proceedings in which the House may be concerned.
28. The Office of Speaker's Counsel provides advice to Departments on the legal aspects of a wide range of topics including parliamentary privilege, freedom of information, data protection, employment, health and safety, commercial, contractual and tax issues, copyright, procurement, human rights, ICT issues and broadcasting. Heads of Department are responsible for ensuring that legal advice is sought as appropriate.

Senior Information Risk Owner

29. The Clerk of the House is assisted in his role of Data Controller by the Director General Human Resources and Change, who is the Senior Information Risk Owner (SIRO).
30. The SIRO is appointed by the Accounting Officer to provide a focus for the management of information risk at Board level. The SIRO's role is to lead and foster a culture that values, protects and uses information for the public good; to own the overall information risk policy and risk assessment process, test its outcome, and ensure it is complied with, and to advise the Accounting Officer on the information risk aspects of his Annual Governance Statement. With the help of an Accreditor, the SIRO appraises the risks of new information systems to ensure that the nature and amount of information risk inherent in such systems is acceptable. The SIRO also takes advice on information security risk from the Parliamentary Security Director. Because of the shared nature of some information systems, the House of Commons SIRO works closely with the House of Lords SIRO.
31. The SIRO is supported by Departmental Information Risk Owners (DIROs), whose task is to promote good information security in departments, and to provide assurance that information security risks are appropriately managed through the

proper registration and management of sensitive information assets and compliance with House of Commons and PICT policies. The SIRO is also supported by the Information Rights and Information Security (IRIS) team in DHRC, who provide expertise in key information risk areas.

Parliamentary Security Director

32. The Parliamentary Security Director (PSD) is a House of Commons official who serves both Houses. He has executive responsibility for security for Parliament and for the management of the Commons security budget. He gives strategic and policy direction to Black Rod (Lords), the Serjeant at Arms (Commons) and the Director of PICT. He is subject to the overall political direction of, and accountable to, the Speakers of the two Houses, and is line managed by the Clerks of the two Houses. He has the right of access to the Management Boards of the Commons and of the Lords. He chairs the Parliamentary Security Board.
33. The Speakers of the two Houses are advised by a **Joint Committee on Security (JCOS)**. This is an informal body of six Members of each House. The Committee acts as a sounding board and provides an opportunity for a two-way dialogue between Members and the security experts. The Committee is purely advisory.

Regulatory Requirements

34. The position of the House of Commons itself in relation to the application of legislation is sometimes complex. However in the majority of regulatory areas where the Audit Committee might take an interest in the House administration's compliance the House appear to be under a legal duty to comply. In cases where the legal position is unclear the House administration acts as if the relevant legal duty did apply to it. The regulatory areas are:
- Health and Safety
 - Information Management (including the application of the Data Protection Act and Freedom of Information Act)
 - Procurement
 - Employment
 - Equality Legislation
35. The House also complies with relevant tax legislation such as VAT, Construction Industry Scheme, taxable benefits.
36. The Audit Committees seek assurance that the House administration is complying with the relevant legislation in the areas (regardless of whether or not there is a statutory duty to comply).

Policies and Procedures

37. The House Service has a range of policies and procedures that form part of its governance arrangements. All managers are required to be familiar with, promote and comply with these policies and procedures:
- Business planning
 - Risk management
 - Performance management

- Financial management
- Tackling fraud
- Procurement and contract management
- Information management and IT security
- Portfolio, programme and project management
- Staff management (including induction, performance management and development, absence management)
- Diversity
- Health and safety
- Business continuity
- Environmental management and sustainability
- Service Level Agreements and Memoranda of Understanding with the House of Lords.

38. Details of these policies and procedures are available to staff on the intranet, along with supporting guidance. Key documents include the Finance and Procurement Rules and Staff Handbook. There is guidance on business planning, and there are standard templates for risk registers and performance reporting. Training is provided as required.

39. The staff handbook sets out information relating to terms and conditions of service, performance management, expenses, whistleblowing, conduct, conflicts of interest, political impartiality and gifts and hospitality. The House service also has an agreed set of values.

40. There are Service Level Agreements and Memoranda of Understanding with the House of Lords for a wide range of services. These agreements are reviewed regularly.

41. The Parliamentary ICT service (PICT) is formally constituted as a Joint Department and is therefore responsible to the Corporate Officers of both Houses. PICT is a separate employer. A specific direction has been given in relation to the Commons Finance and Procedure rules and their application to PICT.

Assurance and annual review

42. The Clerk, as Accounting Officer, and the Management Board seek to provide assurance to the Commission and its Committees that the arrangements for running the House are effective. This assurance is obtained in a number of ways.

Internal Audit Service

43. The objective of Internal Audit is to provide the Clerk, as Accounting Officer, with an independent and objective evaluation of the overall adequacy and effectiveness of the House's arrangements for governance, risk management and control. This is achieved through a programme of work across a range of the House's activities that should provide sufficient coverage of the major areas and a selection of others based on risk and rotation. Where issues emerge, internal audit will work with management to agree appropriate actions, whose implementation is closely monitored. The Director of Internal Audit provides an annual audit opinion, as well as feeds back to senior managers themes emerging from the work and potential lessons to be learnt.

Audit Committees

44. The House of Commons has two Audit Committees, the Administration Estimate Audit Committee and the Members Estimate Audit Committee, which have the same membership. Committee members include both MPs and external experts; the Chair is an external member of the Management Board. The Committees have oversight of the work of both External and Internal Audit, with particular emphasis on good governance, promoting economy, efficiency and effectiveness, on value-for-money studies, and on risk assessment and control assurance.
45. The Committees receive and consider reports from Internal Audit and other sources and make an annual report which is published with the House of Commons Commission's Annual Report. The Committees also advise the Accounting Officer.
46. The Audit Committees of the two Houses meet twice a year to consider areas of common interest.

National Audit Office

47. The National Audit Office is appointed by the Accounting Officer to provide an external audit function, and the terms of the appointment are set out in a letter of engagement. It audits the Resource Accounts (both Administration and Members Estimates) which are prepared by the House Service. The head of the NAO, the Comptroller & Auditor General, gives an opinion on whether the accounts present a "true and fair view" as well as on the "regularity" of the expenditure. The NAO's focus is primarily on the financial accounts, but the NAO is also invited to carry out additional work, for instance on cost reduction, financial management and asset management.

Annual Letters of Assurance

48. The Clerk of the House and Chief Executive issues delegation letters to the heads of each department of the House on appointment, and they receive an annual budget allocation letter from the Department of Finance. They are required in turn to issue delegation letters and budget allocation letters to their direct reports.
49. The heads of each department submit to the Clerk of the House an annual letter of assurance, setting out how they have ensured the effective and efficient management of the responsibilities delegated to them and their department by the Clerk. The letters cover the operation of the policies and procedures outlined in paragraph 36 above.

Performance, Risk and Financial Monitoring

50. There is a system of monthly reporting from departments to the Management Board on performance, risk and finance, and feedback on performance from the Strategy, Planning and Performance Team. Each risk on the Board level risk register has a risk owner. This is supported by feedback from the Corporate Risk Management Team (CRMT) to the Board and departments on the effectiveness of system of risk management, and how the actual management of risks has been reported; and work by the CRMT (reviewed annually by Internal Audit) to improve and embed a consistent, House-wide system of risk management.
51. The monthly performance reports include major programmes and projects. Each of these has a programme or project board, and a Senior Responsible Owner. The House of Commons has a Portfolio Management function and there is a bicameral

Parliamentary Programmes & Project Assurance Office which carries out a range of activities including ensuring assurance is provided to the Management Board on programmes and projects, and produces an annual report.

52. The Senior Responsible Owner (SRO) is the individual responsible for ensuring that a programme of change or a project meets its objectives and delivers the projected benefits. The SRO should be the owner of the overall business change that is being supported by the project and should ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed. The individual must be senior and must take personal responsibility for successful delivery of the project. They should be recognised as the owner throughout the organisation.

Business Resilience

53. There are arrangements in place to promote business resilience including the work of the bicameral Business Resilience Coordinator and Business Resilience Group, maintenance of the business resilience policy and incident management framework, and corporate and departmental business continuity plans. This is supported by appropriate training and exercises, including an annual bi-cameral exercise.

Surveys and Feedback

54. The results of staff surveys are reported to the Management Board so that appropriate action can be taken. In addition there are regular leadership and staff meetings which provide valuable feedback. The views of Members and their staff are sought through a mixture of local surveys and through a rolling programme of qualitative interviews.

External Validation

55. In some cases the House Service works with external regulators or seeks external accreditation which is, in part, a means of securing assurance about its arrangements. This applies to fire safety for instance. In addition some services have secured quality assurance through recognised bodies, and the House has Investors in People accreditation.

Financial, Employment and Legal Indicators

56. Information about the incidence of special payments, suspected fraud, litigation, employment tribunals and management investigations provides a useful indicator of the robustness of the governance arrangements. This information can also be used to learn lessons and improve the arrangements in the future.

Reporting on governance

57. Each year an annual government statement (AGS) is produced for the Administration Estimate and the Members Estimate. It reflects the governance arrangements set out here, the outcome of annual testing of those arrangements, and areas for improvement. The AGS is reviewed by the Audit Committees, signed off by the Accounting Officer and included in the annual accounts.

Appendix A - Instrument of Delegation

Instrument of Delegation made by the House of Commons Commission on 22 October 2007 and amended on 23 January 2012

1. In pursuance of paragraph 5(2)(a) of Schedule 1 of the House of Commons (Administration) Act 1978, the House of Commons Commission hereby revokes the Instrument of Delegation made by the Commission on 24 July 1991 (relating to the appointment of a Board of Management and the delegation of functions to the Board) and subsequent amendments made thereto, and establishes the Management Board with the membership, delegated functions and other responsibilities set out below. Part B of the Instrument of Delegation of 25 January 1979 (relating to the delegation of functions to individual Heads of Departments) is also revoked.

2. **Membership** The membership of the Management Board shall be the Clerk of the House of Commons as Chief Executive of the House Service (who shall be Chairman), the Director General of Committee and Chamber Services, the Director General of Facilities, the Director of Finance, the Director General of Human Resources and Change and the Director General of Information Services. The Board is authorised to appoint up to three external members, up to two of whom shall be non-executive members.

3. **Delegated functions** The Management Board shall:

- be responsible for a House of Commons service in which the conditions of the service of staff shall conform with the provisions of Section 2 of the House of Commons (Administration) Act 1978;
- be severally responsible for the appointment of staff under section 2(1) of the House of Commons (Administration) Act 1978 in regard to their own department (except the appointment of staff whose appointment is for the time being delegated to the Speaker), but subject to directions given by the Clerk of the House as chief executive of the House Service;
- exercise on behalf of the Commission its other functions concerning staff in the House Service (except those under section 4 of the House of Commons (Administration) Act 1978);
- exercise on behalf of the Commission the responsibilities referred to in paragraph 5(5) of Schedule 1 of the House of Commons (Administration) Act 1978 for considering representations made in relation to matters affecting the interests, in connection with their employment, of staff in the House Service by trade unions who are recognised by the Commission in respect of such staff, and for the conduct of consultations and negotiations about such matters with those trade unions, subject always to the ultimate right of those trade unions to make representations to the Commission in cases where the procedures established under the authority of the Commission and agreed by both sides of the House of Commons Whitley Committee, have been exhausted;

4. **Other responsibilities** The Management Board shall also:

- be responsible for the management of the services provided for the House of Commons by the Departments of the House, and give advice thereon to any select committee on Finance and Services which may be appointed by the House, and to the House of Commons Commission;

- advise the Corporate Officer of the House of Commons on the nature and level of services that should be provided by joint departments of the two Houses;
- consider the reports, budgets and other financial management information drawn up by the Departments of the House, and approve the draft estimates of expenditure of those Departments and of the Office of the Speaker, together with any other estimates proposed to be submitted to the Commission for presentation to the House for expenditure for the service of the House of Commons, before the submission of such draft estimates to the Finance and Services Committee and the Commission;
- assist the Finance and Services Committee in the preparation of the Estimates for the Administration Estimate and of other papers relating to that Vote, before its submission to the House of Commons Commission; and carry out such other functions relating to the expenditure on the administration of House of Commons services as may from time to time be allocated to it by the Commission.

The Management Board shall exercise its powers subject to the control of the Accounting Officer in relation to expenditure.

Appendix B – Further details of other management groups

Delegation by the Management Board to other Boards and Groups

1. Parliamentary ICT Advisory Board

The Parliamentary ICT Advisory Board (PICTAB) is a sub-committee of the Management Boards of the House of Commons and the House of Lords, with the following remit:

- to support the Director of Parliamentary ICT (D-PICT) in preparing proposals for agreement by the two Management Boards and give advice to D-PICT on the strategic management of PICT;
- to act as a forum in which representatives of senior management in the two Houses assist D-PICT in formulating a bi-cameral ICT strategy for approval by the two Management Boards;
- to keep ICT strategy under review;
- to monitor and challenge PICT performance and risk management and other ICT project performance and risk management;
- to consider PICT's business and financial plans, and to advise the Management Boards on priorities for ICT;
- to consider ICT policy initiatives, usually before presentation to the two Management Boards;
- to determine the portfolio of programmes/projects involving information management and ICT needed as a result of the strategies of the two Houses (including the Information Management Strategy and the ICT strategy);
- to ensure that the portfolio is that which collectively makes the greatest contribution to the strategies of the two Houses;
- to ensure that the portfolio does not exceed the capacity of PICT to deliver, nor the ability of stakeholders in the two Houses to engage with programmes and projects;
- to ensure that the programmes and projects within the portfolio are prioritised in terms of their contribution to the strategic objectives of the two Houses;
- to ensure that the portfolio is balanced in terms of timing; contribution to strategic objectives; impact, risk and resource;
- to monitor the delivery of the portfolio of programmes and projects involving information management and ICT, providing assurance to the Management Boards (or for single House projects the Board of the House concerned) that the programmes and projects are aligned and progressing to completion in accordance with their respective performance/cost/time envelopes;
- where necessary, to recommend reallocation between funds set by the Management Boards for the portfolio of programmes and projects involving information management and ICT.

The PICTAB does not deal with operational-level issues which are the responsibility of the PICT Management Board.

The PICTAB will annually:

- consider the PICT Business and Financial Plans for approval by the two Management Boards;
- take note of ICT risk management strategy.

The PICTAB will consider at each meeting, or as occasion may require:

- papers on ICT policy prior to presentation to the two Management Boards;
- reports on performance and levels of service, including both numerical and customer satisfaction information;
- draft business cases for major projects.

The PICTAB consists of D-PICT, members of each Management Board nominated by the respective chairmen, and up to two external members co-opted by PICTAB. All members of both Management Boards will receive papers of the PICTAB ahead of meetings and any member of either Board may attend.

By agreement between the chairmen of the two Management Boards, one of the nominated members other than D-PICT will act as chairman of the PICTAB. The chairmanship will rotate between the two Houses every two years.

The PICTAB will be quorate if D-PICT, at least one other Board member from each House and at least one of the Finance Directors are present.

2. Parliamentary Estate Board

The Parliamentary Estate Board (PEB) is a sub-committee of the Management Boards of the House of Commons and the House of Lords. PEB provides advice and assurance to the Boards according to the following remit:

- To support the Parliamentary Director of Estates (PDE) in
- preparing proposals for agreement by the two Management Boards.
- To sponsor the bicameral Estates Strategy for approval by the two
- Management Boards (including new build, refurbishment, maintenance, acquisitions, leases and disposals).
- To consider the Strategic Property Review.
- To keep Estates governance arrangements under review, removing bureaucracy and ensuring compliance with the requirements set out in the Finance and Procurement Rules of the House of Commons and the Finance Manual of the House of Lords.
- To review the performance of the Estates Team.
- To consider PED's business and financial plans.
- To consider policy initiatives and sponsor them through to presentation to the two Management Boards and Domestic Committees.
- To validate the programmes and projects required emanating from the annual requirement and corporate plans of the two Houses.
- To recommend the Boards required to oversee identified projects and programmes.
- To recommend the convening (and dissolution) of Project Boards as appropriate.
- To monitor the delivery of the projects not supported by a delivery board to provide assurance to the Management Boards that they are aligned and progressing to completion in accordance with their respective performance/cost/time envelopes.
- Approve the Maintenance Service Definition.

Responsibilities

The PEB will annually:

- Consider the PED Parliamentary Estate Strategy (25 year plan).
- Endorse the Annual Requirement and the forthcoming Outline Business Case for the year ahead.
- Assure itself that the Estates Work programmes and projects for inclusion within the Medium Term Investment Plan (MTIP) are prioritised, fundable and deliverable.
- Approve the Annual Report on the performance of PED and advise the Management Boards thereon.
- Review the top risks in the PED Risk Register.

The PEB will consider at each meeting or as occasion may require:

- Papers on Estates policy prior to presentation to the Management Boards
- Reports on projects, performance and levels of service
- Reports on major infrastructure programmes
- Specific briefings in accordance with the Annual Cycle (attached)

Membership and meeting arrangements

The PEB consists of the Director General of Facilities, HoC, Director of Facilities, HoL; the two Finance Directors and up to two external members co-opted by the PEB. The PDE, the Deputy PDE and Head of Projects, the Director, House of Commons Facilities Finance will be in attendance at meetings. There will be occasional attendance by other key PED personnel. All members of both Management Boards will receive papers of the PEB ahead of meetings and any member of either Board may attend.

By agreement between the Chairmen of the two Management Boards one of the internal members will act as Chairman of the PEB. The Chairmanship will rotate between the two Houses every two years. Carl Woodall, House of Lords Director of Facilities is currently Chairman.

3. Parliamentary Security Board

The Parliamentary Security Board (PSB) was established with effect from 1 January 2012. Its members are:

Parliamentary Security Director (Chair)
Serjeant-at-Arms
Black Rod
OCU Commander, Palace of Westminster
SIRO, House of Commons
SIRO, House of Lords
Parliamentary Director of Estates
Head of Finance, House of Lords
Director of Financial Management, House of Commons
Director of Resources, PICT
Yeoman Usher
Deputy Serjeant at Arms
Assistant Parliamentary Security Director (Secretary)

The Board's remit is to draw up and recommend to the two Management Boards the strategy, plans and policies for the delivery of physical, personnel, cyber and information security across Parliament. To this end, PSB:

- oversees the management and implementation of parliamentary security reviews;
- assesses security threats of all kinds and plans appropriate measures in response;
- assesses security throughout the parliamentary environment – including the physical estate, people and the cyber sphere – identifying and prioritising areas requiring changes;
- plans and monitors the implementation of agreed changes; and
- establishes a single authoritative source of requirements and advice relating to security, of all kinds, for all users of parliamentary facilities and services when working on the parliamentary estate, in constituencies or otherwise remotely.

The Board meets monthly and, through the Parliamentary Security Director, reports to the Management Boards of the two Houses. Additional meetings may be held for the consideration of specific strategic issues.

It consults and takes guidance from the Joint Committee on Security (JCOS) and, where appropriate, other member Committees of both Houses, on security matters.

4. Business Resilience Group

The Business Resilience Group (BRG) is a sub-committee of the Management Boards of the House of Commons and the House of Lords. BRG provides assurance to the Boards according to the following remit:

- To act as an internal bicameral forum to discuss and, on behalf of the Management Boards of both Houses, manage business resilience issues at a strategic level and to monitor and support the review process.
- To develop and refine business resilience strategy and ensure that documented, tested and robust incident management and business continuity plans are in place to support the management of corporate business continuity risks in the two Houses of Parliament.
- To discharge the operational requirements for developing and maintaining business continuity plans and the Incident Management Framework to the Business Resilience Co-ordinator.
- To maintain and review contingency plans for the relocation of Parliament.
- To report during the first quarter of the year to the Clerk of the House and the Clerk of the Parliaments on the status of business resilience in the two Houses to feed into the Statements of Internal Control.
- To report and provide assurance to the Management Boards of the two Houses at appropriate times when required to include response to internal audit and external audit of alignment to industry standards.
- To promote awareness of the Houses' business continuity plans among Members and staff through a communication strategy, a programme of training and planned exercises.

5. Business Management Group

Purpose

The Business Management Group (BMG) will operate as a pre-clearing / warning group for the HOC Management Board to aid their deliberations, ensure the HOC Management Board can make informed decisions.

BMG will proactively look forward, examine, innovate and make recommendations on future House wide business activities. BMG will review and advise on DHRC and DFin policy and work together to implement HOC Management Board decisions.

BMG will ensure departments work together on business to business activities and resolve issues. BMG will have oversight of the Operations strand of the Savings Programme and monitor delivery of the strand objectives. It will also monitor progress of the House HR Delivery Programme.

Membership

- BMG Secretariat
- DG of HRC and Director of Finance
- Head of Office of the Chief Executive
- BMDs from all departments including OCE
- People Issues – Director of HR Policy & Strategy
- Business Change – Director of Change
- DHRC Business Partners – on rotation
- DFin Business Partners – when finance issues on agenda
- Business Planning / Strategy from OCE when required
- Subject Matter Experts (SME) as required
- Director of Savings (as required)
- Programme Director HR Delivery (as required)

Responsibilities

- Pre-clearing, scrutiny / warning to HOC Management Board to aid deliberations and decision making
- Discuss the implications and reach agreement on the approach to delivery of HOC Management decisions
- Implementation of HOC Management Board decisions, where required, in conjunction with departmental Management Boards
- Examine innovative working practices and make recommendations
- Review and advise on the implications of updates / use of House wide Business, HR & Finance policies on departments
- DFin BP's to brief BMD's on Finance matters prior to BMG
- Provide oversight to and monitor the Operations strand of the Savings Programme
- Report performance on progress with departmental changes to meet operational targets
- Propose, discuss and resolve business to business departmental issues