

IPSA

Independent Parliamentary
Standards Authority

Regulating through service

IPSA Business Plan

2026-27 – PUBLIC

REFORMATTED VERSION – DEC 25 PUBLIC ONLY



FOREWORD

We have made significant progress in modernising IPSA and adopting a new, proportionate, regulatory approach but there is more to do. Our 2026-27 business plan sets out our ambitions for change based on feedback from MPs and their staff.

We know that we can free up time for MPs and their staff to focus on their parliamentary and constituency work by reducing the remaining bureaucracy in accessing the funding and services they need for their work. We aim to expand initiatives to simplify access to funding and services which requires investment.

Our plans involve significant shifts from current systems towards simpler, less time consuming processes. These initiatives will span multiple financial years. For full context on the challenges and solutions, this annual business plan should be read against our five-year strategy.

Karen Walker

Chief Executive & Accounting Officer

Richard Lloyd OBE

Chair



OUR AMBITIONS

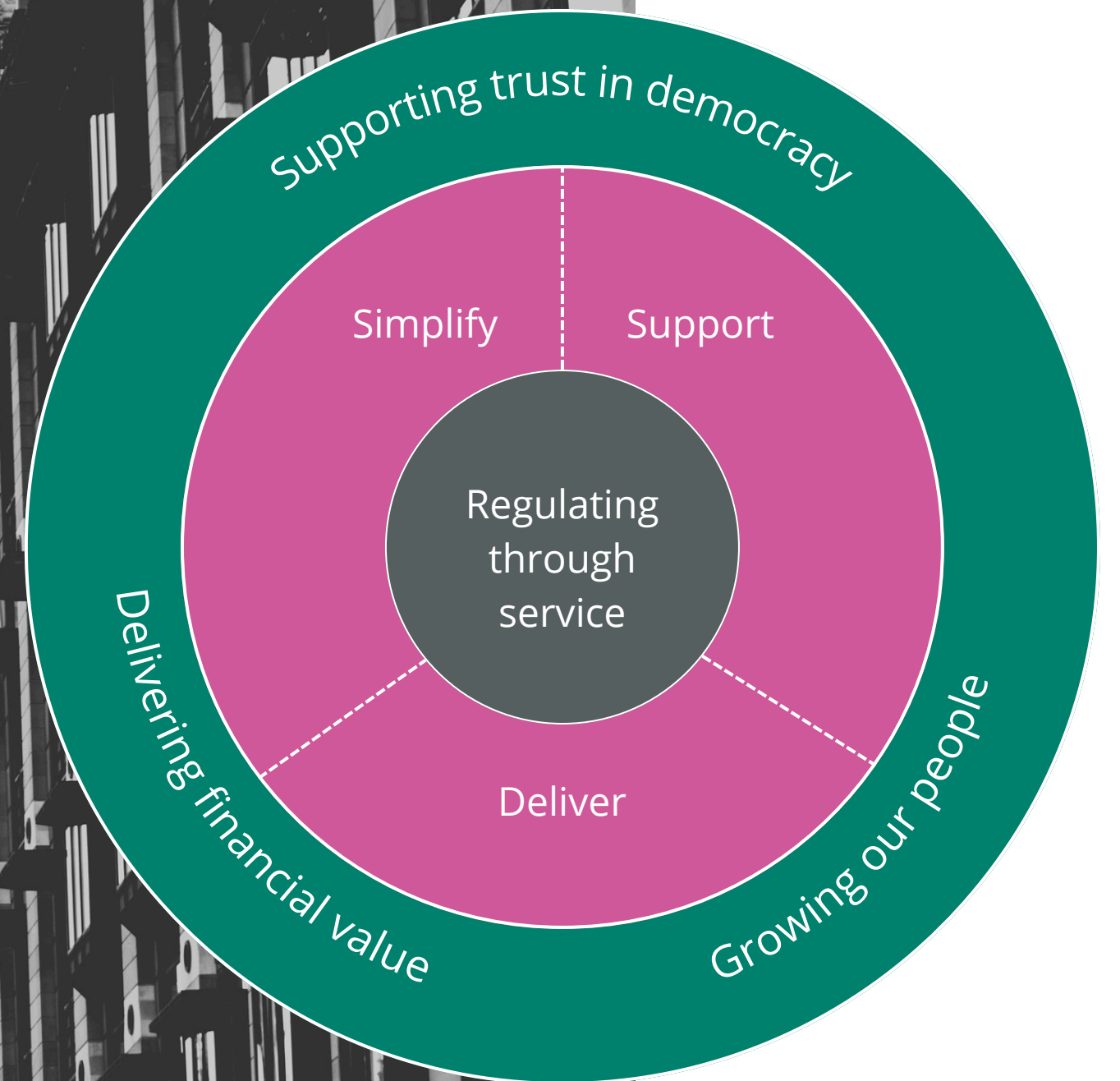
Our ambitions are centred around our core role of regulating through service. We have focused our plans for 2026-27 on: 1) Simplifying 2) Supporting and 3) Delivering.

Alongside the commitments in this business plan, we will continue engaging the public in innovative ways to demonstrate the value of the funding that sustains democracy and the unique responsibilities of MPs.

At the heart of our work is a commitment to playing our small part in strengthening trust in democracy – a vital thread running through everything we do. We take seriously our role in safeguarding the health of UK democracy and ensuring public funds are spent responsibly and regulated effectively.

Enabling people from all economic backgrounds to stand for Parliament is essential to a representative democracy, supported by a stable and valued staff team. This requires fair remuneration for MPs and their staff – one of IPSA's core responsibilities.

We will continue to improve the working conditions of MPs' staff, including pay and employment terms, and deliver on the commitments arising from last year's Citizen's Forum on MPs' Pay & Funding.





SIMPLIFY

We want to make it easier for MPs and their staff to access funding and support so they spend less time managing this.

Our approach

The current reimbursement and reconciliation models we use to facilitate funding for MPs and their staff are inefficient, time-consuming and often lead to MPs spending their own money first then claiming it back. We aim to change this by:

- Embedding proportionate regulation – so MPs remain accountable with IPSA providing support.
- Simplifying budgets – making budget management more flexible instead of a one-size-fits-all approach.
- Developing alternative ways of paying for goods and services – exploring centralised services to simplify payments and billing.
- Payment systems upgrade – with a better solution for buying goods and services.



SUPPORT

We aim to simplify the complexities MPs face in employing staff and managing constituency and work-related property.

Our approach

Employing and managing a team of people across Westminster and the constituency can be challenging. We will provide streamlined processes for recruitment, vetting, onboarding, engagement and exit, ensuring MPs can attract and retain high-quality staff. We also recognise the difficulties in securing safe, suitable offices and accommodation. Our goal is to offer a flexible property service that reduces the administrative burden by simplifying quality checks, contracts and rent payments. Our plans include:

1. Developing a model office – a best practice blueprint for people and property management.
2. Improving the MP staff experience – supporting MPs to be effective employers.
3. Introducing an MP staff accreditation programme – training on office and budget management.
4. Helping with finding a constituency office – simplifying the property search and setup.
5. Supporting work-related accommodation needs – making it easier for MPs to work from two locations.



DELIVER

We will deliver efficiently to ensure value for money and meaningful transparency.

Our approach

IPSA plays a vital role in supporting democracy. We aim to enhance the transparency by providing clear context around the funding and services we provide to MPs and their staff, building public trust and confidence. Clear guidance is essential to help MPs and their teams use resources effectively. Our plans include:

1. Enhancing public engagement – demonstrate the value of the funding provided.
2. Improving publication – ensure data is accurate and contextual.
3. Improving information delivery - proactive, clear, accessible guidance and resources.
4. Developing the IPSA Online portal – simplify the user experience.
5. Upgrading the core operating system – implement a more efficient platform.

Alongside these initiatives, we will continue to fulfil our core responsibilities: setting MPs' pay, regulating through service, supporting MPs and their staff, processing salaries and payments, managing onboarding and exits, registering properties, publishing funding data, and responding to queries.

IPSA'S PEOPLE & CULTURE

Growing our people is an important part of how we will deliver our ambitions. IPSA's people strategy has been designed to reflect that principles-based regulation differs significantly to the rules-based approach of the past and the way in which we set policy and regulate through service is changing. The engagement of our people as we embark on new ways of working is key to our success.

We will introduce the Leading with Purpose programme to develop leaders capable of delivering a principles-based mindset across the organisation. We have made changes to IPSA's structure because of a change of CEO and the revised regulatory approach, and we will revise job descriptions and team shape to ensure we are set up to deliver the required support to MPs and their staff.

We will act in line with our values:

1. Staying connected
2. Seeing the bigger picture
3. Being open
4. Doing the right thing
5. Making a difference

HOLDING OURSELVES TO ACCOUNT

We will measure our progress through:

- The number of MPs upholding compliance with the principles
- MPs and their staff being fully funded for their parliamentary and constituency work
- Best practice in financial, budget, office, property and people management
- Reduced administrative burden with fewer claim submissions, increased centralised services and simple processes
- Improved MP satisfaction, understanding and confidence
- Increased retention and attendance of MP staff
- Increased confidence in how IPSA regulates through service