

IPSA

Independent Parliamentary
Standards Authority

IPSA Corporate Plan 2021-24

Enabling MPs to focus on what really matters by providing an exemplary, seamless regulatory service

The Independent Parliamentary Standards Authority (IPSA) is the independent body that regulates and administers the business costs and decides the pay and pensions of the 650 elected Members of Parliament and their staff in the United Kingdom. We were created by the Parliamentary Standards Act 2009, as the world's first independent regulator of MPs' financial remuneration.

Date: 2021

Our strategy at a glance

Our ambition for the next three years is

Enabling MPs to focus on what really matters by providing an exemplary, seamless regulatory service

We will achieve this by focusing on four priorities

- 1 Drive wide ranging improvements to the way we support MPs through improved processes, service delivery and engagement
- 2 Deliver a flexible, intuitive, simple scheme responsive to MPs' needs with guardrails for wise spending
- 3 Deliver value for money for the taxpayer through efficient and effective support for MPs
- 4 Develop a customer centric culture that empowers our people to ensure rigour, add value and make IPSA a great place to be

We will know we have succeeded when

- MPs trust us and use our services efficiently and effectively to enable them to focus on representing and supporting their constituents
- The public trust that we take the necessary action to ensure MPs' pay and business costs are regulated independently and effectively
- The public have confidence that we deliver a value for money service

Foreword

We are changing our approach to the way we regulate and administer MPs' business costs, pay and pensions. Since we were created in 2010, our work has led to better compliance. We have introduced a paperless online platform for processing claims and made several enhancements to the Scheme to make it easier for MPs and their staff to administer their business costs and pay. Compliance with the Scheme is high but there is still more to do to build on our improvements by refreshing the way we regulate and support MPs and their staff to get things right first time which will reduce costs, remove the propensity for error and free up time for MPs to support democracy and their constituents.

We have created a 3 year strategy that will transform IPSA to become an innovative, intuitive and lean regulator, providing an exemplary service that enables MPs to focus on what really matters. This strategy will guide all of our work until 2024 but each year we will develop detailed business plans setting out specific actions against our priorities.

We remain committed to our purpose, role and statutory objectives as we enter this next phase and have confidence in our dedicated and energetic team to deliver our future.



Richard Lloyd,
Interim Chair



Ian Todd,
Chief Executive



Introduction

About us

IPSA is a strong and independent regulator that regulates and administers the business costs and decides the pay and pensions of the 650 elected MPs and their staff in the UK. We were created by the Parliamentary Standards Act 2009, as the world's first independent regulator of MPs' financial remuneration. Our role is to implement financial controls, internal audit, data protection and transparency to ensure MPs comply with the rules.

Our new strategy describes how we will build on our learning to date and improve on what we do to support democracy with great service, fair rules and wise spending. As we transform, we will continue our business as usual work, administering the business costs and pay of the 650 MPs and their 3750 staff.

What we know

Our purpose remains of critical importance but we know there are inefficiencies in the way we process and validate MPs' pay and business costs and that our regulatory scheme is complex. As a result, MPs spend a significant amount of time on administration and the potential for errors is high. On average, each MP supports c.73,000 constituents across the UK and demand for their time has increased as a result of the coronavirus pandemic. MPs and the areas and people they serve have varied needs and IPSA must be agile in response to these differing needs and demographics. There is also growing pressure to control costs. For us to meet these challenges and enable MPs to spend more time acting in the national interests and those of their constituents, we are evolving our approach to improve our service, simplify the Scheme, deliver better value for money for the taxpayer and develop our people.

Our business as usual activity in 2020-21 will total approximately:-

- **180,000 business cost claims reimbursed**
- **4,800 contract changes for MPs and their staff**
- **450 new home and office leases registered**
- **160,000 claims published**
- **165 Freedom Of Information requests answered**

In addition to....

- **400 calls and emails responded to each day**

Our purpose and vision

Our Purpose - why we exist

supporting democracy with great service, fair rules and wise spending

Our Values – what we stand for

Staying connected Seeing the bigger picture Being Open
Doing the right thing Making a difference

Our Vision – where we want to be

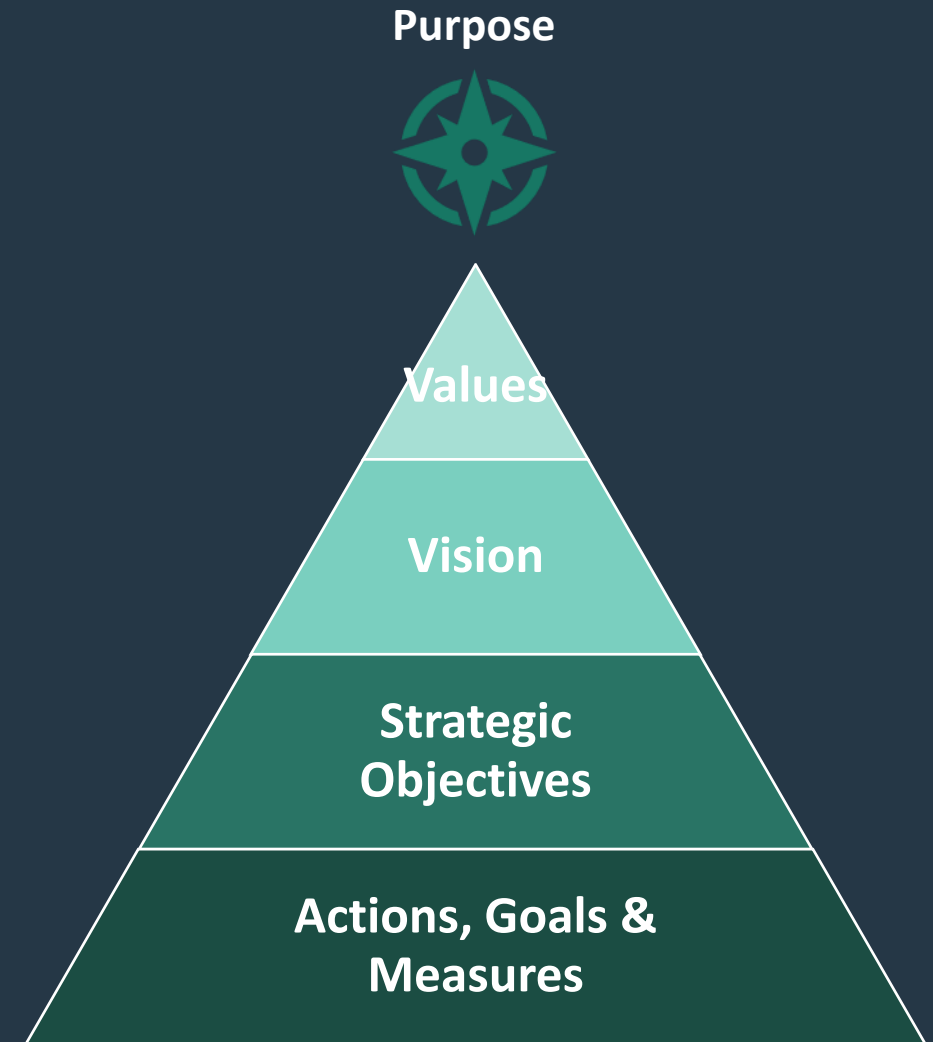
enabling MPs to focus on what really matters by providing an
exemplary, seamless regulatory service

Our Strategic Objectives – how we'll get there

improve **CUSTOMER** service, simplify our **POLICY**, deliver **FINANCIAL**
value, grow our **PEOPLE**

Our Actions, Goals & Measures – how we will know

- the public trust us to regulate independently and effectively and have confidence that we deliver a value for money service
- MPs trust us and use our services efficiently and effectively to enable them to focus on representing and supporting their constituents



Priority One – Our Customers

Drive wide ranging improvements to the way we support MPs through improved processes, service delivery and engagement

We will continually improve the way we work with MPs so that we understand how we can better help them to support the nation and address their differing needs and those of their constituencies and constituents. We will improve our systems and processes for administering pay and business costs to remove duplication and reduce errors, costs and time.

We will define the level of service MPs can expect, setting commitments to providing high quality support in a timely manner. We will use data and insight to help us improve the way we operate.

We will review our organisation structure to ensure we are organised efficiently and effectively to better support MPs and save costs.

We will help MPs and their staff to ensure they are clear on what is required and to make it easy for them to comply with the rules.

We will introduce digital channels alongside proactive human support to cut costs and improve the efficiency of our services.

What we aim to achieve

An efficient and effective independent regulator in tune with the differing needs of its customers and that makes it easy for them to comply with the rules.

Priority Two – Our Policy

Deliver a flexible, intuitive, simple scheme responsive to MPs' needs with guardrails for wise spending

We will increase our understanding of what MPs and their staff want and need to help them support the nation. We will do this by interviewing them, shadowing their work and gathering regular feedback and insight on the way we work together.

We will focus on the regulatory scheme and ensure this is simple, easy to understand and follow, is responsive to changing needs and the changing world and keeps MPs' spending on the right path.

We will apply rigour to the quality of our work to assure ourselves, Parliament and the public that we are applying the scheme fairly, that MPs are compliant with the rules and that taxpayers' money is well spent.

We will develop the services we offer, harnessing the power of centralised services and support, such as centrally managed office accommodation, to ensure we operate in a cost effective way and help MPs achieve better value for money.

We will improve the way we fund security measures to keep MPs, their families and staff safe in their work and at home.

What we aim to achieve

An independent regulator that is trusted to support MPs and their staff to get things right first time in a cost effective way and that frees up time for MPs to support their parliamentary duties and their constituents.

Priority Three – Financial Value

Deliver value for money for the taxpayer through efficient and effective support for MPs

We will ensure MPs can adhere to the Scheme by making it as easy as possible to administer, reducing red tape and resolving issues and queries as quickly as possible.

We will seek ways to help MPs spend taxpayers' money wisely, procuring services and goods, helping to assess value for money and providing centralised support, where possible, to reduce costs for IPSA and MPs.

We will unblock barriers to efficient and effective support, looking for ways to speed up processes.

We will identify ways to drive efficiency, stop recurring issues, anticipate and pre-empt problems, using data to assess weak spots and issues. We will seek ways to drive efficiency and reduce waste in all our activities – processes, ways of working, procurement of services and goods.

We will assess costs and benefits of all work, being transparent on costs and ensuring benefits are realised.

We will build trust and confidence of taxpayers and Parliament through transparency of value for money.

What we aim to achieve

An organisation that is transparent about how taxpayer money is spent, building trust and confidence that MPs are resourced effectively and efficiently to support their parliamentary duties and their constituents

Priority Four – Our People

Develop a customer centric culture that empowers our people to ensure rigour, add value and make IPSA a great place to be

We will focus our people on delivering a high quality, efficient and effective service to MPs and their staff, training and educating them to meet the demands of the role.

We will create a knowledge management system to ensure we provide accurate and consistent advice to MPs.

We will measure the quality of the service we provide, delivering regular coaching and feedback to enable our people to develop and our service to continually improve.

We will empower our people to do the right thing to support MPs and their staff, applying the scheme with rigour in a helpful, proactive way.

We will improve the experience of coming to work, encouraging diversity and inclusion, collaboration and a positive, can do mindset.

We will stop doing work that adds no value and focus our people on continuous improvement in all that they do.

What we aim to achieve

An organisation that values customers and where people want to work and give their best. One that evolves and addresses challenges to continually improve.

Our measures of success 2021-24

We will know we have succeeded when we have met the following measures. We will keep these measures under review.

How we will measure whether we've achieved our ambition

MPs trust us and use our services efficiently and effectively to enable them to focus on representing and supporting their constituents

The time taken to reimburse claims is reduced
The response time for queries is reduced
MPs and their staff are satisfied with IPSA's service
The effort and time taken to claim business costs and make salary payments is reduced
Our commitments to MPs and their staff are met

The public trust that we take the necessary action to ensure MPs' pay and business costs are regulated independently and effectively

MPs comply with the Scheme – all claims are accurate
MPs and their staff are paid accurately
Publication of MP claims is accurate

The public have confidence that we deliver a value for money service

MPs receive a high quality, cost effective service
The public understand the business costs and pay of MPs and their staff
The public can see clearly what MPs and their staff and IPSA spend

Our risks

A strengthened approach to managing risks

We define risk as every obstacle, every issue that has the potential to materially affect the achievement of our strategic objectives.

To protect the investment in IPSA's strategy, we have reinforced our approach to risk management including increased budget and frequency for monitoring and managing risks and an assigned team explicitly focused on risks and failure. Risk management is firmly anchored in our 3 year strategy and implementation process and the risks are addressed in our four priorities.

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Our key risks

External Environment

- that we're not well prepared to deal with threats or opportunities generated externally

Quality of Regulation

- that our regulatory scheme is not fit for purpose, is outdated or overly complicated

People

- that we don't have the capacity or capability to deliver a step change in service that frees up time for MPs and their staff to serve the nation

Quality of Delivery

- that we don't respond to queries and requests for support quickly enough and our culture, systems and organisation design are insufficient to drive efficient and effective service for our MPs

Change and Improvement

- that we lack capacity and capability to drive change and improvement alongside day to day activity and firefighting issues

Compliance Standards

- that we don't meet best practice on financial management, cyber security, information governance and data security

Reputation and Trust

- that our reputation with stakeholders is poor and they question our ability to deliver change effectively

Data Quality

- that our data quality isn't robust and the data attributed to MPs isn't accurate

Our funding

IPSA is funded by HM Treasury through an annual budget. Each year, IPSA's budget is reviewed by the Speaker's Committee for the Independent Parliamentary Standards Authority before it is laid before the House of Commons for approval.

In addition to a basic salary, MPs receive a budget to cover the costs of running an office, employing staff, having somewhere to live in London or their constituency and travelling between Parliament and their constituency.

In 2019-20, additional funding was allocated to MPs to enable them and their staff to set up home working to support their constituents as caseload volume and complexity soared as a direct result of the pandemic. This funding has been rolled over to the 2021-22 budget as the pandemic continues and the impact on caseload will continue to be felt by constituents long after the pandemic ends.

The cost of operating IPSA is only 5% of the overall budget we administer on behalf of MPs and their teams. Our budget has been assigned to deliver our day-to-day activity as well as the first year of the new strategy and the four priorities identified within the corporate plan; improve our service, simplify the scheme, deliver better value for money for the taxpayer and develop our people.

Our funding 2021-22

£m

	2021-22
	Budget
Subhead A: MPs' staffing and business costs	226,859
Subhead B; IPSA organisation costs	11,732
Total Resource	238,591
<i>Ratio of IPSA costs to Subhead A</i>	<i>5%</i>

More information

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