

IPSA Business Plan 2023/24

IPSA

Contents

CEO foreword	2
Our role in democracy	3
Our vision and values	5
Priority deliverables 2023/24	6
Strategic priorities	8
Improving IPSA – modernising IPSA’s regulatory approach.....	8
Guiding principles	8
Commercial Strategy	9
Centralised provision of goods and services.....	9
Property management support proof of concept.....	10
Direct supply of office utilities and services proof of concept.....	10
Technology Strategy.....	10
IPSA Online front-end portal.....	10
Smarter reimbursement.....	11
People Strategy.....	12
Strategic communications.....	13
Resourcing	14
Key performance indicators	15
Strategic objective – improve customer service.....	15
Strategic objective – simplify our policy.....	16
Strategic objective – deliver financial value.....	16
Strategic objective – grow our people.....	17
Funding	18
Subhead A – MPs’ business and staffing costs	18
Subhead B – IPSA costs.....	18
IPSA funding.....	19
Risks and governance	20

CEO foreword

IPSA was created rapidly in 2009 in response to significant public concern about the way MP business costs and personal expenses were managed. The fallout from the events of that time was considerable and had a deep impact on the reputation of MPs and our democracy more widely.

In the 13 years since IPSA began its work, it's fair to say that there has been considerable progress – levels of compliance with our rules are extremely high and to a large extent, frequent front page headlines about MP expenditure have gone away.

There is more progress to make, however. As with any organisation, it is good practice to regularly review how and why we do things. We have learnt a lot over the past decade, and in 2021, IPSA began a three-year transformation programme to improve customer service, simplify policy, deliver better financial value for the taxpayer, and grow IPSA's people to deliver an exemplary regulatory service. We promised, at the end of the programme, that we would conduct a wholesale review of our regulatory approach, but the success of the existing transformation programme has been such that it has allowed us to embark upon that regulatory review 18 months early.

Over the past 12 months, we have conducted a root and branch review of IPSA's regulatory approach and service provision and IPSA's Board has approved a plan to further improve what we do and how we fulfil our statutory duties.

We're committed to finding the right balance between supporting parliamentary democracy, assuring the public, delivering value for money to the taxpayer and operating efficiently – a difficult balance to strike, particularly at a time of much cynicism and suspicion of democratic institutions worldwide.

Our strength, though, is our independence, and we are intent on making the right decisions to enable MPs to fulfil their parliamentary duties while maintaining public trust and being as efficient, effective, and transparent as we can be.

Outlined in this Business Plan is the work we'll do over the next 12 months to deliver our core business activity, making tactical improvements along the way, and deliver on our strategic ambitions. We have included the results of our review; what we learnt, the creation of a new regulatory philosophy that will guide our decision making and a new approach to regulation that will assure the public and enable MPs and their offices to focus on what really matters – delivering representative democracy.

Our role in democracy

In line with the Parliamentary Standards Act 2009 and its statutory duties, IPSA sets, administers and regulates the staffing and business costs, pay and pensions of the UK's 650 MPs.

We are independent of parliament and the government which means we make decisions about the rules on business costs and MPs' pay impartially and without influence from MPs or elsewhere.

While much of what we do involves providing support and advice to MPs and their staff, we are also committed to providing the public with data about MPs' spending.

Our three main responsibilities are:

- To regulate MPs' staffing and business costs.
- To determine MPs' pay and pension arrangements and provide a payroll function.
- To provide financial support to MPs in carrying out their parliamentary responsibilities.

Each year, we administer around £240m on MPs' staffing and business costs with over half of this spent on MPs' staff salaries and related costs. The rest is used to pay for:

- Running MPs' constituency offices.
- Travel within constituency and between the constituency and London.
- Accommodation and security.

IPSA's running costs, including our own staffing, operating systems (including those used by 650 MPs' offices) and transformation projects, are around £11m.

We set and regulate [the Scheme of MPs' Staffing and Business Costs](#). We help MPs and their staff comply with the rules by providing advice and guidance to ensure they operate within the set budgets.

We monitor and analyse spending and follow up on any discrepancies.

Our approach means we achieve high levels of compliance with the rules without adding any unnecessary burdens.

We're committed to openness and transparency, publishing data on MPs' staffing and business costs every two months so that the information is accessible to everyone to see how public money is spent.

While we remain independent, we regularly meet MPs and their staff to seek feedback on our service to ensure we understand MPs' needs and that they have the resources they need to fulfil their duties to support their constituencies.

The Scheme is regularly reviewed to ensure budgets and rules remain up to date and we conduct public consultations to ensure we have a wide range of views to inform our decision making.

Our vision and values

As reflected in our [Corporate Plan 2021-24](#), our ambition is to enable MPs to focus on what really matters by providing an exemplary, seamless regulatory service. We will achieve this by focusing on four strategic objectives:

- **Improve customer service** – driving wide ranging improvements to the way we support MPs through improved processes, service delivery and engagement.
- **Simplify our policy** – delivering a flexible, intuitive, simple scheme responsive to MPs needs with guardrails for wise spending.
- **Deliver financial value** – delivering value for money for the taxpayer through efficient and effective support for MPs.
- **Grow our people** – developing a customer centric culture that empowers people to ensure rigour, add value and make IPSA a great place to be.

We will deliver on these commitments in a values-driven way. Our values are:

- **Staying connected** – we're connected to each other and our customers by a common purpose.
- **Seeing the bigger picture** – we have foresight and always try to see the bigger picture. We anticipate needs to ensure the service we deliver is seamless.
- **Being open** – we listen to understand and act with tact and empathy. We challenge in the right way and deliver on our promises.
- **Doing the right thing** – we make independent decisions based on balanced and fair judgements. We do the right thing and aim for right first time, every time. If we make a mistake, we fix it quickly.
- **Making a difference** – we are knowledgeable, friendly, and helpful. We understand our customers and deliver exemplary service.

Priority deliverables 2023/24

We will continue to regulate through service in our business-as-usual activity of regulating MPs' use of taxpayers' money and administering the business costs and pay of the 650 elected UK MPs and their staff to ensure they are resourced effectively to carry out their parliamentary functions. In 2023/24 we expect to:

- Reimburse c.100,000 business cost claims and process c.50,000 payment card claims.
- Continue to pay 650 UK MPs and their c.3600 staff, processing around 500 contract changes and 500 overtime forms and administering up to 200 leavers and new starters each month.
- Register in the region of 30 new home and office leases and amend 80 leases each month.
- Publish c.26,000 lines of spending information every two months.
- Action around 250 Freedom of Information requests.
- Respond to c.15,000 calls and c.35,000 emails relating to queries and funding requests from MPs and their staff, supporting them to manage their budgets.
- Hold face to face year-end budget management meetings with MPs who need extra support.
- Deliver the annual cycle of financial reporting and accounts and audit.

We are reaching the final stages of transitioning the security arrangements for MPs from IPSA to the House of Commons to optimise the provision of security by having the expertise, contract management and funding in one place.

We are making steady progress on the significant policy issue of the McCloud correction to the MP pension scheme. Having deployed considerable effort and resource, we are continuing to work with the Trustees to deliver the right outcome for those pension scheme members impacted by the *McCloud* judgement, however, final resolution will require legislation (or a suitable alternative) which is beyond our gift to deliver alone.

Last year we completed our triennial salary benchmarking exercise to ensure that MP' staff salary ranges are in line with comparable roles in other sectors. This resulted in some increased salary bands and a commitment to ensuring that all roles meet the Voluntary Living Wage. We will embark on the next phase of our work to review MP staffing matters which includes assessing career and pay progression, equality, regional pay including the existing London salary weighting, flexible working, living pensions, job

descriptions and bandings as well as further salary benchmarking. This work will be informed by the Speaker's Conference on the employment of MP staff which we are working closely with to deliver our shared objective of improving working conditions for MP staff.

We are developing proposals for changing the way we present our publication data to improve contextualisation and reduce the risk of misinterpretation.

We have several other tactical improvements planned, such as exploiting our existing technology and strengthening our already robust response to the threat of a cyber-attack. We will continue to review all of our processes, provide greater guidance and collaborate with the House of Commons to better induct and train MPs and their staff on business and staffing costs and to establish best practice across all 650 MP's offices. We will also review our approach to validating MPs' claims and look for efficiencies in the way we work when registering and amending property leases for MPs' offices and accommodation.

We have developed a robust General Election readiness plan that utilises resources from across the whole of IPSA. We have streamlined all of the processes that see high volume demand in an election such as onboarding new MPs, winding up the affairs of departing MPs and supporting returning MPs. We have started the winding up meetings for those who have already expressed that they will stand down in the next election and we will continue to do so as more MPs decide their future. Lessons have been learned from the past three elections and these have been incorporated into the plan.

IPSA is consulting on revised proposals for the loss of office payment, made to MPs when they stand for re-election but subsequently lose their seat, and the winding up payment paid to MPs who lose their seat or decide to stand down. The consultation is due to end in April. We are also working with the House of Commons Administration Committee on their recommendations to better support MPs at their point of departure from elected office.

Internally, we are making strong progress in transforming our culture and ways of working, empowering people to make decisions and refining job families and skills aligned to our operating model. We'll also continue to focus on our equity, diversity, and inclusion agenda to ensure we continue to recruit and retain a diverse workforce and ensure everyone has what they need to succeed.

Strategic priorities

Improving IPSA – modernising IPSA’s regulatory approach

Guiding principles

We have created a set of principles to guide decisions about IPSA’s new regulatory approach. These will be key to the development of new or revised rules, a risk based regulatory framework, a flexible budgetary approach and increased value for money through centralised provision of goods and services.

The principles are:

Targeted – regulatory rigour and effort should be intelligence-led and focused on areas of highest risk while adapting a ‘lighter touch’ where risks are low and there is consistently high compliance.

Efficient – the regulatory approach and operating model should ensure wise spending and reduce the administrative burden on MPs, their staff and IPSA in order to achieve value for money for the taxpayer.

Sustained success – decision-makers should take a long-term view of the future rather than focusing on immediate ‘fixes’.

Joined-up – effective collaboration with other bodies operating in the public standard space should be central to the regulatory approach, including the sharing of information on regulatory risks, where appropriate to do so.

Ethical – changes to the regulatory approach should consider wider ethical environment, social and governance impacts while remaining firmly rooted in our fundamental regulatory purpose to protect public money.

Our risk-based framework will improve our support to those offices who need it most, focusing on high risk spend and behaviours rather than penalising efficient and compliant offices through a time-consuming claims and validation process. This will reduce the transactional overhead on lower risk spend and offices, change the perception that we regulate what is easy to evidence regardless of risk, increase scrutiny where needed and simplify IPSA’s systems and processes. We will adjust our approach to validation, and we will also work with other parliamentary standards bodies to share information on regulatory risks.

We recognise that a more flexible approach to budgets is required and in 2023/24 we will scope the possibility of an overall budget envelope approach to identify unintended consequences, exacerbation of poor practice, staffing budget risks and the impact on Treasury and NAO financial reporting and forecasting. We will also address the additional challenges such as varying budget according to need and our desire to secure greater value for money as well as the appropriate degree of flexibility.

We will adapt existing policies or create new rules, where appropriate.

There is good practice across the 650 MP offices, and we will work with each office and the House of Commons to identify, share, and embed good practice that makes everyone's working lives easier.

Commercial Strategy

We are developing a Commercial Strategy that supports the Improving IPSA priorities. The Commercial Strategy aims to achieve greater visibility, control, and value for money from our commercial arrangements with third party suppliers and other bodies, by implementing robust contracting strategies and supplier relationship management. The outcome is to create a coherent planned framework for IPSA's commercial goals.

Centralised provision of goods and services

We want to reduce the financial and administrative burden on MPs and their staff by preventing the need for them to spend their own money and then claim it back. We want to achieve better value for money and reduce the time and effort needed for winding up an MP's affairs when they leave their role.

We can achieve this by moving to the provision of centralised goods and services. This would give MPs discretion where they need it, allow MPs to access quality goods and services without the need for them to shop around, still buy local where appropriate and remove the strain of administering their business costs.

We will create small pilots to test and learn ahead of considering centralised services at scale and we will use the opportunity of the Commercial Strategy to assess our procurement of services against value for money, social, economic, and environmental factors. The Commercial Strategy will help us distil viable options, conduct feasibility and cost-benefit analysis, assess, and mitigate risks and develop the business case ahead of making any consultations on rule changes.

There are two areas of centralised provision that we will focus on during 2023/24; property management support and utilities and services linked to property management support.

Property management support proof of concept

We will begin a proof-of-concept pilot of total outsourced property management on a targeted number of leases that are about to expire. This will be done on a trial contract on a short term (up to 12 months) basis to allow time for lessons learned and an understanding of scaling up opportunities ahead of the next General Election. Any further options identified, in addition to outsourced property management, may also be tested in a similar way and the results of all trials will be contrasted.

Identifying suitable leases and piloting, as well as building evidence and seeking insight, will be done in close consultation with our customers.

Direct supply of office utilities and services proof of concept

Alongside the full property management trial, we will set up separate trial arrangements for the centralisation of some utilities and services such as energy or water, business rates, contents or buildings insurance, telephone and internet usage costs and service charges. We will trial simple and more complex services to allow us to fully assess the benefits and success of such pilots.

We will also collaborate with the House of Commons Parliamentary Digital Services (PDS) team to explore the options for supply and management of MP and MP staff ‘end user computing’ such as desktop operating systems and applications, smartphones, tablets, and other mobile devices. There are options to lease equipment and PDS have rich learning from providing members with broadband while at the House which may come in useful when considering the direct supply of broadband to constituency offices.

Technology Strategy

Core to IPSA’s Technology Strategy is the development of IPSA Online (also referred to as Business World), IPSA’s primary system to manage MP business costs, pay MPs and their staff, pay IPSA staff, and manage internal financial processes such as procurement, invoicing, supplier management, management accounts and people activity (onboarding, absence management, storage of personal details, etc).

IPSA Online front-end portal

We will reduce the dependency on customers being required to use the system. This will be achieved primarily through adoption of our fresh regulatory model principles and a

new set of commercial partnerships, reducing the need for customers to interact with IPSA Online.

To ensure simplicity, we will develop an IPSA portal as the online access channel through which we deliver our service.

The portal will be a gateway to a range of IPSA Online content sources that will be assembled in a simple to navigate and customised interface for presentation to the end user. It will be designed to allow easy access to budget views, spend against allowances including payment card spend, job descriptions and contract tools and open cases.

There are also opportunities to widen the scope of the portal to create new cases via chat, email or a Teams call and get 24/7 automated webchat support as well as create options for MPs and their staff to purchase goods and services from direct suppliers through the portal.

We will outsource the procurement and implementation of the new IPSA Online front-end to a suitable technology partner who will work closely with IPSA's own technology team.

To test the feasibility of centralised purchasing through the portal, we will begin the development of a proof-of-concept pilot for office supplies, developing an online marketplace to make the purchasing of office supplies through a direct supplier easier and to test alternative models to reimbursement.

In addition to the new IPSA Online front-end portal, the Technology Strategy also outlines further strategic and tactical improvements including further exploiting the new Customer Relationship Managements system we implemented in March 2022 to deliver intelligent help and support such as live chat, self-serve help and FAQs, community support and video calling.

We will also develop our hosting and infrastructure, information management and data and standard/non-standard applications with a view to delivering a resilient and accessible live service, consolidating our technology stack, and maintaining data privacy and control.

Smarter reimbursement

While the reimbursement process could be vastly improved, we will examine the business cost reimbursement model in full and consider smarter ways for MPs and their staff to purchase goods and services directly, removing the need to reclaim

retrospectively. Validation of purchasing would be built in at points throughout the purchasing journey to simplify the evidence process.

This would dispense with the complexity of reimbursement claims, monthly card reconciliation, indiscriminate validation, budget management and the year-end process and would save time, simplify the user experience, improve service, and deliver financial value.

People Strategy

To enable delivery of the Business Plan, we need a culture where people can be their best and are inspired to work at IPSA.

In 2023/24 this will continue to be focused on seven people priorities and built around a simple philosophy of engaging, empowering, and enabling our people.

- **Resourcing** – attracting the right people.
- **Developing our people** – building capability.
- **Performance excellence** – enabling people to be their best.
- **Valuing people** – improving the people experience.
- **Health and wellbeing** – creating resilience.
- **Belonging** – building a vibrant, inclusive place to be.
- **Engagement** – driving engagement to deliver successful outcomes.

For each of these priorities, we will carry out change projects to ensure we further develop our end-to-end employee life cycle such as revised induction and recruitment processes, improved learning curricula, robust goal setting, an inspiring recognition culture and a flexible working ethos to attract, engage and retain great people.

We will continue to resource IPSA from across the UK to develop our understanding of the landscape MPs are working with and at the right time, we will assess our target operating model to align it fully to our new ways of working once the regulatory review outcomes have started to embed.

Strategic communications

IPSA's approach to communications has changed over time due to varying priorities within IPSA and across the political landscape, with external communication focused on MPs, their staff, the public and media. In 2019, the Board agreed an 11-point plan to increase public engagement and many of the activities have now been delivered including a new public website, public information video, public newsletter, and blog content to explain what we do and how and why we do it.

The Corporate Plan 2021-24 sets out clear priorities for IPSA to increase communication with stakeholders, both political and public, to ensure they have confidence in us to support democracy with great service, fair rules, and wise spending.

In 2023/24, communications activity includes:

- Stakeholder engagement to increase awareness and understanding of the changes being made to our regulatory philosophy, principles, and approach and to seek stakeholder insight to inform our decision making.
- Engagement and consultation on specific elements of the Improving IPSA programme, including identification of pilot areas.
- Ongoing sentiment analysis, both customer and public, through engagement with established channels and further public focus group work to provide greater assurance about our work.
- A reputation risk assessment and mitigation plan.
- Partnering with other democratic regulators to increase confidence in democracy, tackle perceived disillusionment with the democratic process and demonstrate robust regulation.
- Increasing clarity of our commitment to standards in public life.
- Implementing changes to the presentation of claim data in parallel to assessing the impact of the Improving IPSA programme on publication policy generally.

We will use creative methods and platforms to communicate service improvements to MPs and their staff, seeking new ways to communicate key messages to all audiences.

Resourcing

We have developed this business plan and the deliverables based on our current funded headcount of 102 people.

IPSA's headcount was increased by c.20% in 2020-21 in line with a revised organisation design and to support delivery of the three-year Transformation Programme.

Headcount is split 31% in the Finance team, 16% in Policy and Engagement, 13% in Strategy and Change, 33% in MP Services and 7% in the CEO and Audit, Risk and Assurance functions.

In addition, support will be bolstered in policy, procurement, and technology and through extending our delivery partnerships, for example in property and direct supplies.

Recruitment above headcount for customer facing roles to maintain fully experienced resources in the event of attrition will help us to deliver a seamless service to MPs and their staff, support the various change initiatives and be ready for a General Election.

Key performance indicators

Achievement of the plan is the collective responsibility of the Executive and Senior Leadership team. Progress of the deliverables will be monitored by the relevant Directors and Heads of functions at the monthly strategic objective pillar meetings and Executive Leadership team meetings and scrutinised at Board meetings.

In 2021, we established a set of key performance indicators (KPIs) to track progress against each of the strategic priorities in the Corporate Plan 2021-24 and monitor these in our pillar meetings and at Board meetings. They indicate whether our performance is on track and help us make informed decisions about where to prioritise activity and focus. Our KPIs, listed below, have remained consciously consistent across the period of the Corporate Plan to allow us to measure progress and in line with good practice.

Strategic objective – improve customer service

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

Performance	Measures
Efficiency	Less than 5% abandoned without answering
	80% of calls picked up within 20 seconds
	12 minutes average handling time
	25% of calls handed off to other areas
	80% of emails responded to within SLA
	Fewer than three days to reimburse claims
Accuracy	Right first time - no errors/repeat contact within seven days
	First contact resolution - no repeat contact within seven days
Quality	Of contact quality checked 80% scored good or great
	Complaints resolved with five days
Customer Satisfaction	Effort - less than 27 mins spent on IPSA Online per month
	Effort - less than 6,500 logins overall each month

Strategic objective – simplify our policy

Delivering a flexible, intuitive, simple scheme responsive to MPs needs with guardrails for wise spending.

Performance	Measures
Compliance	Of claims checked, 100% compliant with the Scheme
	No contingency claims as a result of IPSA error
Engagement	MP weekly bulletin hit rate of more than 50%
	Pulse survey satisfaction rate of more than 65%
	Post engagement satisfaction rate of more than 70%
Publication	No lines withdrawn from publication data due to IPSA error
	100% of FOIs responded to within deadline

Strategic objective – deliver financial value

Delivering value for money for the taxpayer through efficient and effective support for MPs.

Performance	Measures
Accuracy	No errors
	100% MPs paid accurately and within deadline
	100% MP Staff paid accurately and within deadline
	100% rent/reimbursement/adjustment payments made
Budget	100% forecasting accuracy on Subhead A - MP costs
	100% forecasting accuracy on Subhead B IPSA costs
Costs	Cost of Finance as % of total operating expenditure less than 13%
	Operating expenditure as % of total budget less than 5%
	100% aged delinquent debt less than 60 days with repayment
	Value of unreconciled overdue payment card transactions

Strategic objective – grow our people

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

Performance	Measures
Workforce stability	85% of people retained in rolling 12 months
	90% of people with more than 12 months' service
	96% people present as % of people per month
	Less than 10% of leavers with fewer than 12 months services in rolling 12 months
Health and wellbeing	Less than 4% of people absent with mental health related absence
	No cases of bullying or harassment reported
Diversity and inclusion	Best in class % of IPSA people identifying as black or ethnic
	Best in class % of people identifying as LGBT+
	Best in class % of people identifying as disabled
Engagement	70% Employee Engagement Index
	60% engagement from quarterly pulse survey
Performance	85% quality contacts from Quality Assurance framework
	75% training effectiveness score

Funding

Overall IPSA's budget for 2023/24 remains relatively flat with a 0.8% reduction on the 2022/23 total budget.

Over the course of the year, we are not expecting to incur any significant additional spend as a result of implementing our Corporate Plan.

Subhead A – MPs' business and staffing costs

The overall MP pay/staff costs budget envelope is slightly lower than in 2022/2023; down 0.5%.

Budgets have been increased to allow for pay awards, set for MPs and their staff at 2.9% and 4.9% respectively, and 7.0% for office running costs.

These have been offset by the transition of the security budget to the House and a revised approach to forecasting uptake and outturn figures.

The budget also reflects the fact that some spend, primarily travel, is returning to pre pandemic levels and that the covid staffing uplift extension that was incorporated into the 2022/23 staffing budget has been retained for the rest of this parliament.

On Subhead A, any marginal costs which arise from Improving IPSA are expected to be more than offset by underspends against budget or through use of the contingency budget.

Subhead B – IPSA costs

The budget enables delivery of the Corporate Plan, including the strategic and tactical projects highlighted in the business plan, and our business-as-usual work.

The 2023/24 revenue budget is broadly in line with last year's budget, a 0.1% reduction, with any additional cost pressures being absorbed.

The estimated costs of delivering the Improving IPSA programme described above are accounted for within the overall Subhead B budget. Any additional costs which arise will be covered by in-year efficiencies or other underspends.

IPSA funding

£'000	2022/23	2023/24	Variance	Variance %
Subhead A				
MP salaries	62,744	64,463	1,718	2.7%
MP staff salaries and pensions	133,517	135,972	2,455	1.8%
MP business costs	41,951	36,703	(5,248)	(12.5%)
Contingency and SPPS grant incc	2,155	2,115	(40)	(1.9%)
Total subhead A	240,368	239,252	(1,115)	(0.5%)
Subhead B				
IPSA pay	6,677	6,677	-	-
IPSA non-pay	3,620	3,336	(284)	(7.8%)
Depreciation	850	1,124	274	32.2%
Total subhead B	11,147	11,137	(10)	(0.1%)
Capital	1,261	250	(1,011)	(80.2%)
AME	150	150	-	-
Grand total	252,925	250,789	(2,137)	(0.8%)

Risks and governance

As with any plan, there are risks to delivery. Risk management is a key process which underpins the successful achievement of our priorities and outcomes. We maintain active oversight, management and tracking of key risks in line with our risk assurance framework.

Our risk register operates at functional, directorate and corporate levels to support this, as well as capturing risks related to key projects and initiatives.

The key risks associated with delivery of the Improving IPSA programme are:

- That there is a dilution of IPSA’s independent role due to stakeholder involvement and preference of potential solutions.
- That a General Election hampers concentration, user availability and resources to deliver, both internal and external.
- That IPSA doesn’t have the internal and external resources, capability, capacity, or experts to deliver a successful programme.
- That media stories shift the focus of the public and this harms the reputation of IPSA, MPs and their staff and gets in the way of delivery.
- That too much focus is given to the transformation programme to the detriment of BAU activity and tactical improvements.
- That the roles and responsibilities of IPSA, partners, suppliers, and the House of Commons lack clarity.
- That the consultation approach doesn’t offer the right space and time for engagement with key stakeholders.
- That IPSA lacks clarity in the problem it is trying to solve and defining requirements, resulting in a solution that is worse than the issue.
- That the current external landscape of industrial action is extended and impacts IPSA, House and MP resources and disrupts delivery of the plan.

We will continue to prioritise the welfare of our people, and that of MPs and their staff, as we embark on a challenging programme of activity.

We will ensure we involve and engage all parties in the change and clearly communicate our ambitions and aims. We will monitor these risks through the Board’s People Committee.

We will also continue to monitor and respond to risks to operational delivery, cyber security, and our reputation.

We have a robust plan of internal and external assurance and audit activity and will remain alert to identifying new risks as they emerge, reporting through the Audit, Risk and Assurance Committee.

We have established an Improving IPSA Assurance Group, responsible for supporting the IPSA team in providing appropriate assurance to the Board and key external stakeholders and for providing guidance and feedback on how IPSA maintains confidence in the programme and its deliverables.

This includes projected and actual resource costs, benefits, and external communications.

The Group will also provide an informal forum for road-testing project updates and reports ahead of their presentation to the IPSA Board.