

**Minutes of the Management Board meeting
held on Monday 29 October 2007**

Those present: Malcolm Jack (Chief Executive) (Chairman)
Douglas Millar CB (Director General of Chamber and
Committee Services)
John Pullinger (Director General of Information
Services)
Andrew Walker (Director General of Resources)
Sue Harrison (Director General of Facilities)
(Temporary)
Joan Miller (Director of PICT) (External member)

In attendance: Robert Twigger (Head of the Office of the Clerk)
[s.40] (Private Secretary to the Clerk of the House)
Chris Ridley (Director of Financial Management, for
item 3)
Andy Makepeace (Project Sponsor, Parliamentary
Estates Directorate, for item 4)

1. Review of all-staff meeting and next steps

1.1. The Chairman said that he was pleased that it had been possible to hold the initial staff meetings so swiftly after the Commission's decisions had been taken. One of the key points to emerge from those meetings had been the need for the Management Board to be clear about the next stage of consultation, and to communicate with staff the basis on which this consultation would take place.

1.2. The Management Board agreed to publish by 9 November a consultation document to staff. The document would include a high-level statement of purpose for each new department, a number of cross-cutting themes that needed to be tackled and a proposed baseline for the re-alignment of existing departments, with comments on its contents sought from staff by the end of November to allow the Board to make a final decision at its December meeting. The Board noted that line managers of affected staff would be briefed in advance of publication of the baseline and would be asked to brief staff about the consultation process.

1.3. Andrew Walker reported back from the Human Resources Group (HRG) awayday. HRG's view was that decisions needed to be made as to the medium term organisation of HR. HRG favoured a "business partner" model, with as much as possible day-to-day management undertaken by line managers, meaning that DEOs would no longer need to take personal responsibility for a number of routine personnel matters such as performance management, and professional HR staff, based in

departments, supporting line managers and DEOs. There were different views expressed by members of HRG as to whether professional HR staff should be line managed in departments or centrally by the Department of Resources. Andrew suggested that the Management Board would need to decide whether to pursue this reorganisation as soon as possible and how to do so, and whether to have the same discussion with finance and procurement professionals across the House.

- 1.4. The Management Board agreed that there should be a discussion as to the best future model for HR, finance and procurement. There should be a consultation on the Management Board's proposal that those functions should be based on a "business partner" model, but leaving the issue of line management of these staff open. The consultation needed to encompass not only HR, finance and procurement professionals but also the business itself, in order to ensure that the future model was fit for business priorities. The Board agreed that it would not be possible to introduce any new system by 1 January. It was, however, important that the Board took a decision in principle as to the medium term model for HR, finance and procurement by that date.
- 1.5. Regarding the overall management of the change programme, the Management Board agreed to establish a change team, comprising three or four staff including an HR professional, under the aegis of the Office of the Clerk and the Board itself. Director Generals should maintain overall responsibility for the change programme in their department. The Board noted that the change team would need to be established with the highest priority.
- 1.6. The Board also considered a paper from Andrew Walker, Director General, Resources, entitled "Changing the Climate", and agreed that he should take executive responsibility for a programme of training and awareness-raising activities for early in 2008 to assist in promoting a positive climate for the acceptance of change.
- 1.7. Action: Consultation document to be agreed by correspondence by Board members and published to staff; Board members to consider available resource in their departments for the change team, and to inform the Office of the Clerk.

2. Operation of the Board

- 2.1. The Management Board agreed that Thursdays at 4pm should be its regular meeting time, and agreed the format of meetings proposed in the paper from the Office of the Clerk. Management Board papers would normally be copied to Directorate Heads.
- 2.2. The Management Board noted a number of matters concerning its operation which it would need to consider over the coming months,

including the introduction of a performance management system and external membership.

3. Mid-year forecast outturn

3.1. The Chairman welcomed Chris Ridley, Director of Financial Management.

3.2. Chris Ridley introduced his paper which set out the current forecast position for both cash and resources. He recommended, and the Board agreed, to take no further action at this time. **Joan Miller** highlighted a number of issues with information on PICT contained in the paper, and the Board agreed that there should be a discussion on the detail of the information between Joan and Andrew Walker, and a revised paper should be issued for the next Board meeting. The Board noted that it would receive the final forecast outturn at its January 2008 meeting.

3.3. Action: revised paper to be issued at November Board meeting, for the Board to take note.

4. Accommodation

4.1. The Chairman welcomed Andy Makepeace, Project Sponsor, Parliamentary Estates Directorate.

4.2. Andy Makepeace updated the Management Board on work that had been ongoing in the Parliamentary Estates Directorate to investigate options to meet the Administration Committee's recommendation that the windowless offices on Upper Committee Corridor should be up-graded. An update would be given to the Administration Committee at their next meeting. The Board also discussed plans for refurbishment of buildings on the secure Estate, the need to identify space for enhanced education facilities and the accommodation needs of the four new departments.

4.3. The Board noted the complexities of the accommodation picture. The costs involved in addressing the windowless offices would be extremely expensive, in the order of £6m, would reduce the number of offices from 80 to 30 and would cause disruption to a large number of Members, their staff and staff of the House. The architecture of Derby Gate meant that it did not lend itself to application of agreed space standards for Members and their staff; Andy was undertaking a further paper-based exercise to assess how many offices could be achieved in Derby Gate at minimal cost. The Board noted that 4 Millbank and 14 Tothill Street had been leased for the purpose of decant, but under current plans would be necessary for the foreseeable future.

4.4. The Board agreed that before strategic decisions as to departmental staff accommodation could be taken the view of the Administration Committee

on the proposals for the windowless offices needed to be known. It was agreed that the paper to be presented to the Administration Committee would be circulated to Board members for their information. It needed to address the question of the opinion of each Member in the offices as to the option of moving.

5. Any other business

5.1. The Chairman reported back from the meeting he had recently had with Frank Doran, Chairman of the Administration Committee concerning better co-operation with Members' staff.

5.2. Douglas Millar informed the Board that the Joint Departments (Implementation) Board had met for the final time and agreed a report to the two Corporate Officers which recommended that the new statutory basis for PICT as a joint department should be from 1 April 2008.

5.3. Robert Twigger informed the Board that the Office of the Clerk was working on a 2008 Corporate Business Plan. A meeting would be held with the Trade Union Side shortly. It was agreed that the 2008 Departmental Business Plans would be for the new departments, but of necessity would be less complete than in previous years. The following business planning round would be on a new, integrated basis.

[adjourned at 6.33 pm

Robert Twigger
Secretary

Malcolm Jack
Chairman

7 November 2007