

MANAGEMENT BOARD

Governance Committee: Implementation Update.

Paper from Secretaries to the Commission and Management Board

For the meeting on 16 April 2015

Purpose

1. This paper up-dates the Management Board on progress with implementation of the recommendations of the House Governance Committee. It also seeks the Board's endorsement of interim arrangements for supporting the new governance structure.

Consultation and equality analysis

2. An initial equality screening of the Governance Committee's recommendations has been conducted and more detailed assessments will be undertaken where there are likely to be significant equality issues. Staff in the OCE and Domestic Committee Office will be consulted on potential staff changes once the Board has endorsed the proposed approach.

Implementation update

3. Phase one of the implementation process, as described to the Board on 22 January, has now been substantially completed:
 - The new Clerk of the House was appointed on 23 March.
 - Recruitment of a new DG of the House of Commons has commenced and will be completed after the election.
 - The external members of the Board have been attending the Commission pending the recruitment of its own externals.
 - Changes to the Commission's membership and statutory functions have been legislated for.
 - Standing Order changes affecting the Administration and Finance & Services Committee have been agreed.
 - A first joint meeting of the Commission and the House Committee has been scheduled for October 2015.

[RESTRICTED ACCESS: MANAGEMENT]

4. The one area in which implementation has diverged from the recommendations is in the appointment of the four backbench members of the Commission. The frontbenches have agreed that these will be (s)elected within parties with four names then being put to the House. Only the Commissioners who are chairs of Committees will be paid.
5. Phase two of the implementation – from dissolution to appointment of the DG – will focus on establishing the new governance bodies and embedding new roles and working practices. This will include rescinding the Commission’s delegation to the Management Board and issuing an interim delegation to the Executive Committee – a final delegation will be issued on completion of the senior management review that is to follow the appointment of the DG.
6. It is expected that phase three of the implementation – principally the senior management review – will require a different implementation team.
7. Separately, it is now known that the Jenkin’s review of security governance and SARP will result in an expanded Office of the Parliamentary Security Director and a new Consultative Panel on Parliamentary Security.

Support for the Governance structure

8. The Governance Committee’s recommendations were intended to deliver “a coherent management and strategic leadership structure in which the Member and official elements are properly integrated” and clarity on the respective roles of Members and officials. The recommendations put the Commission at the centre of the governance structure with greater involvement in both strategy and business as usual. The Committee wanted greater transparency with better communications and staff engagement, greater cooperation between Member bodies and officials, and greater co-operation with the Lords.
9. This more strategic, cooperative and joined-up approach can be partly delivered through changes to membership, agendas and working practices, but will be further enhanced by better co-ordinating the staffs that support the various elements of the governance structure: Commission, Member committees, Executive Committee, Clerk and DG. While each of these different elements needs to feel that it is receiving the dedicated support that it requires, this support needs to be provided by a team that is itself strategic, cooperative and joined-up.
10. On 10 April the Domestic Committee Office and the Palace-based staff of the Office of the Chief Executive collocated in the accommodation vacated by the Defence and Foreign Affairs Committees.
11. For an initial period, job roles and functions will remain largely unchanged; however, some elements of additional work are anticipated:

[RESTRICTED ACCESS: MANAGEMENT]

- Supporting the new and separate role of DG of the House of Commons.
 - Supporting the Clerk of the House in his roles in relation to strategic leadership, developing the framework for strategic delivery, staff development and D&I.
 - Supporting Commissioners as portfolio leads.
 - Additional communications support for the Commission and domestic committees, including staff engagement.
 - Providing the secretariat for the Consultative Panel on Parliamentary Security.
 - Providing a Deputy Secretary for the Digital Services Board.
12. Some of these additional responsibilities may not materialise, and others cannot yet be quantified. The following proposals therefore represent the minimum additional resource considered necessary. On the other hand, it is anticipated that experience will suggest some future opportunities for rationalisation of tasks.
13. As well as the additional communications support required by the Commission and domestic committees noted above, it is proposed to have a fixed-term (18 month) additional B1 post in the internal communications team to help assist with the following tasks:
- Helping to communicate the work underway on cultural change/a unified House Service.
 - Communications relating to the Senior Management Review and any work emerging from the review of shared services.
 - Continuing to support the PDS in their communications work, and managing the communications work required as part of the SARP/Jenkins implementation.
 - Refreshing all the communications channels currently used (including CAPS News).
 - Running an expanded programme of constituency roadshows.
14. It is proposed that from October 2015 the two teams should merge formally. This timing should allow for the DG of the House of Commons to be consulted on the proposals before implementation and to participate in key appointments should they wish. Further changes are likely to be required once the outcome of the senior management review is known, but it would be unhelpful to delay any change for a further six to 12 months. It is hard to predict whether the longer-term outcome will be a larger or smaller “centre”.

[RESTRICTED ACCESS: MANAGEMENT]

15. The proposed changes are set out in the following table, together with likely costs. A Diagram illustrating the new structure is appended:

Proposed change	Cost in 2015/16 (a) (£k)	Cost in a 2016/17 (b) (£k)
Combined team to be headed by a single Head of Office and Secretary to the Commission at SCS1A, resulting in a reduction of 1 SCS1A post	-63	-116
A new SCS1 post. The postholder will be Secretary to the Executive Committee, the line manager for those responsible for risk, performance, business continuity and project and programme assurance. The postholder will also provide support as required to the DG	+55	+102
Replace current A3 second clerk to Administration Committee with A2 to act as Committee Clerk	+16	+29
New post of private secretary to DG at Band A2	+38	+71
New post of personal secretary to DG at Band B2	+22	+41
Additional 18 month communications post at band B1 (see para 13 above)	+27	+49
Total	+95	+176

Notes: (a) Assuming implementation in mid-October; at December 2014 mid-point rates.
(b) At December 2014 mid-point rates.

16. Combining the two staffs will also entail a budget transfer from the Committee Office. It is, however, foreseen that strong links will need to be maintained with the Committee Office to ensure that the Administration and Finance Committees (and where to a lesser degree MEC) are supported on a basis consistent with other select committees.
17. The new combined office will need a name. In any event, the OCE's name should change as soon as possible, given that there is no longer a post of Chief Executive. Staff in the OCE and the domestic committees have been informally consulted about possible names; suggestions have included "Office of the Commission and Executive Committee", "Commission and Executive Office" and "Corporate Office".

Financial and procurement implications

18. Financial implications are discussed above. There are no procurement implications.

Actions for the Board

19. The Board is invited to:
- Note progress in implementation.
 - Endorse the proposed new support structure.
 - Agree that this should be known as the “Commission and Executive Office”.

Bob Twigger
Tom Goldsmith
April 2015

[RESTRICTED ACCESS: MANAGEMENT]

Commission and Executive Office
October 2015

