**MANAGEMENT BOARD**

**HR Delivery Programme**

**(Implementing People Strategy)**

*Paper by the Programme Director*

**Purpose**

1. This paper provides the third quarterly report on the HR Delivery Programme, implementation of the People Strategy (and contributes to the second quarterly performance review report for the Management Board meeting on 23 January).

**Action for the Board**

1. The Board should note:
	* That the savings delivery work will be completed by 31st March.
	* The updated trend analysis for the corporate led activities (Para 10 and **Annexes A** and **B**) and the DHRC led enabling activities (Para 11 and **Annexes C1** and **C2**), of the People Strategy**.**
	* The residual elements of the programme will be transferred to the Director of People Development for delivery and reporting in 14/15 **(Annex D).**

**Background**

1. The second quarterly report was discussed as part of the Management Board Performance Review meeting on 10th October 2013. The Board noted, that the savings delivery work was delivering to programme, that elements of the Pay and Reward work had been rebased, and that a *Portfolio* approach was being developed to provide assurance and implement the People Strategy for 14/15 -15/16.

**Update on Delivery**

1. **The Savings Delivery work continues to programme,** and in concert with the savings programme. Some of the key deliverables during this period were:
* Work on ALS and Catering restructuring phase concluded.
* Completed VES process in DCCS
* Launched VES in DHRC and implemented DHRC Service Delivery Consultation Feedback.
* Workshop held to review Lessons for the ALS re-structuring campaign.
1. The main work effort for the **Pay and Reward workstream** wason preparing a revised pay offer and the subsequent preparation for the High Court case. In addition a series of themed discussions are being planned with the Trade Unions to support business improvement. The aim is to complete individual negotiations for each of the key areas (Visitor Services, Print Services and Catering) and implement the changes before the end of March 2014. Work also commenced on developing an improved Performance Management system.
2. **The Capability work** is now progressing at an accelerated pace:
* **LMS** – Thephased roll-out of LMS to House Departments and PICT, is planned to commence on 27 January, and conclude on 27 March 14. The release will start with DHRC and DFIN followed by PICT then DIS, DCCS and finally DF. A series of drop-in sessions has been arranged to support departments during the roll out phase.
* **Competency Framework** – Over 660 managers and staff have received a demonstration of the Competency diagnostic. 352 are registered on to the diagnostic tool and 223 agreement meetings have taken place. Targeted communications are being prepared for CAPS News and departmental newsletters.
* Departmental completion (including 360) is DFin 42 (70%) (paper), DIS 13 (3%), DHRC 31 (36%), DF 73 (14%), DCCS 48 (10%) and OCE 13 (52%).
* The terminology of “started” as well as “finished” the first cycle of using the framework was agreed. ***Starte*d** using was deemed to be briefed and registered on the diagnostic tool. ***Finished*** the first cycle was deemed to be post profile developed/assessments recorded and agreement meetings having taken place.
1. Work **on implementing the People Strategy** continues with two new champions appointed, one from PICT for Engaging Staff and another from DHRC for Competencies and 360 feedback.
2. Developments have been:
* Investors in People reaccreditation – a business indicator of progress.
* Competency Framework – work accelerated, good engagement with the Departments – take up steadily increasing.
* Work with the change team on the reporting and assessing the readiness of the organisation for the Competency Framework with the first report prepared for the Management Board in January 2014.
* The People Strategy Champion for Competencies and 360 has started publishing the take up per department and progress made across the House
* Leadership Management System - on programme for introduction in April.
1. Areas of concern that link in with some of the findings of the IiP reports will be leadership and management and staff engagement. Action will also be required on the Pay and Reward Strategy, including work on a new performance management system. In respect of management engagement, this needs leadership at a local level, objectives set for all staff, and a push on completing the competency diagnostic, which triggers discussion and engagement. The next phase of work will be supplemented by a focussed communication and publicity campaign, supported by the Champions.

**Departmental/Corporate Activities**

1. High level dashboardsare at **Annex A** (departmental view) and **Annex B** (corporate view) for the period September – November 2013. Although the overall corporate trends remain as previously reported, there is an increasing effort within Departments. **The following are worthy of note:**
2. In support of the “Belonging and Involvement” and “Opportunities to develop” elements of **Engaging Staff:**
	* + DFin completed a review and issued a Business Plan Addendum, with an event explaining the links to the People Strategy.
		+ Head of Office, the communications team and others in OCE worked on a successful Senior Leaders’ Event.
		+ DIS held a Library Clerk day
		+ DHRC extensive consultation and engagement with the staff on proposed changes.
3. In support of the “Encouraging personal development” element of **Building Individual and Team Capacity:**
* DFin staff attended a selection of courses from House of Parliament Archiving to understanding the work of the Select Committees, linking the learning needs of individuals to the competency, Delivering Results for Parliament.
* Updating of PDM’s in SPIRE is actively encouraged in DCCS
* Learning plans have been developed in DF and DHRC.
* Two Clerks Apprentices work shadowed the Clerk
1. In support of the “Supporting Managers” and “Skills and Behaviours” elements of **Supporting Management** **and Leadership:**
* Staff survey action plan was reviewed as part of DIS Annual Report.
* 360 degree reporting in DCCS to start soon, following work with the Committee Office.
1. In support of the “Encouraging collegiate learning ” element of **Organising Ourselves and Our Work Effectively and Efficiently:**
* DF staff continue to feed ideas for stories that highlight cross-directorate working. A recent article in Focus highlighted the work done by the Maintenance team, including work on Catering Venues.
* A Lessons forum was held in November to consider the progress on the development of a Projects and Programmes Management Library.
1. **The Board should note delivery against the DHRC led enabling activities as at Annexes C1 and C2**

**Consultation and Engagement**

1. This period we have focussed on benefits realisation work, closure of the Programme, and supporting the People Strategy activities which are beginning to get traction. Productive meetings were held with Business Management Directors to discuss business benefits, timings and delivery of the people strategy portfolio for 14/15. These enabled the further development of plans. (**A timeline for ongoing delivery is at Annex D).**

 **Financial and procurement Implications**

1. The programme has a resource budget of £600k for 2013/14 (a total of £710K for the duration of the programme), and are forecasting an outturn of £597k for 2013/14 (£350k was provided from the Savings Programme).
2. A very positive series of supplier demonstrations were held for Time Recording. The project team are working to produce a detailed Procurement Options plan (in conjunction with CSD) for the end of February 2014.

**Risk and Benefits Management**

1. All programme registers were reviewed as part of the programme mid – term review, with the risk register reviewed and quality checked by the corporate risk team. The risk log was also submitted as part of a portfolio management review of all programme/project risk registers.

**Programme Assurance**

1. A light touch mid - term review was carried out, a report produced and the Steering Group endorsed a management action plan. The final review scheduled for 12-14 Feb 14 will now be in the form of a Health Check by Internal Audit.

**Equality Analyses**

1. There are 18 EA’s associated with the programme, 12 of which have now been completed, seven of which await final sign off. Of the remaining 6 work has commenced on 4 with 2 yet to start (1 of which will be completed after closure of the programme).

**Implications for the House of Lords**

1. Engagement continues to ensure a joined up approach, in particular on the embedding of LMS; procurement of the Time Recording solution and implementation of People Strategy.

**John Greenaway**

**Programme Director**

10 January 2014

**ANNEX A – People Strategy Reporting Framework- High Level Departmental Dashboard**



**ANNEX B – People Strategy Reporting Framework – High Level Corporate Graph**



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|  | **Objective/Milestone** | **Target** | **DHRC Owner** | **Progress** | **RAG Status** | **People Strategy Link**  |
| 1 | 1a – **Develop** Unlocking Potential (Pilot)1b – Unlocking Potential **Rollout** | 1a – \*October 20141b – \*August 2015 | L&D Team | Levels of interest have been explored with individual BMDs about areas for a pilot in the autumn 2014. | AMBER | No 1, 3, 6, 7, 10 ,11 and 12 |
| 2 | **Procure and develop** a Learning Management System | April 2014 | L&D Team (via HR Delivery Programme) | Communicationsare being developed to announce thephased roll-out of LMS to House Departments and PICT which is planned to commence on the 27th January. The release of LMS will start with DHRC and DFIN followed by PICT and then DIS, DCCS and finally DF. The roll-out is intended to conclude by 27th March 2014. The portfolio consists of 20 modules and more are under development.  | GREEN | No 1, 3 and 13 |
| 3 | **Introduce** a core (behavioural) Competency Framework aligned with training to provide support | April 2014 | L&D Team (via HR Delivery Programme) | Work is in progress on the introduction of the Competency Framework across the organisation. 642 managers and staff have received a demonstration of the diagnostic tool. 312 are registered and 220 agreement meetings have taken place. Progress on uptake will be published on the intranet and in departmental newsletters. An analysis of take-up and readiness for wider usage of competencies has been completed. | AMBER | No 1, 2, 3, 5, 6, 7, 10, 11 and 12 |
| 4 | **Support** IiP Action Plans (links to Corporate activity) | November 2013 | Director Business Management and Delivery | The House Service has just been re-accredited with the Investors in People Standard. The external assessor, while noting that there were areas where further improvement was needed, noted that ‘Despite all the challenges, there remains something quite special, and inspiring, about the House Service and PICT, as organisations. The level of pride and the extent to which people find fulfilment in their work, and want to make a difference, is unlike anything the assessors have encountered before’.  | AMBER | No 8 and Intended Outcome C |
| 5 | **Revive** Workforce Planning and produce effective corporate workforce process | April 2014 | Operations Team | A paper outlining the proposed approach to Workforce Planning was presented to BMG in November, and consultation meetings with Business Management Directors are taking place in December. Work has also begun with DFin on the future alignment of workforce planning and budgeting for staff costs.Work has begun on a pilot with the Committee Office, and the Office of the Chief Executive has also offered to pilot the toolkit. | AMBER | No 16 |
| 6 | **Further develop and start implementing** a new Pay & Reward Strategy | April 2014 | Pay & Reward Team (via HR Delivery Programme) | The main work effort for the Pay and Reward team has beenpreparing a revised pay offer and the subsequent preparation for the High Court case. In addition a series of themed discussions are being planned with the Trade Unions to support business improvement. The aim is to complete individual negotiations for each of the key areas (Visitor Services, Print Services and Catering) and implement the changes before the end of March 2014. | AMBER |  No 2 and Intended Outcome A  |
| 7 | **Design and Implement** a Time Recording System | \*April 2015 | Project Director | The scope and specification of project delivery are being finalised and very positive supplier demonstration days held **Project** governance arrangements are in place. The project team are working to produce a detailed Procurement Options plan (in conjunction with CSD) for Feb 14. | GREEN | No1 and 2 |

**ANNEX C1 – DHRC Led People Strategy Objectives – Progress January 2014**

\*Re-baselined date

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|  | **Objective/Milestone** | **Target** | **DHRC Owner** | **Progress** | **RAG Status** | **People Strategy Link**  |
| 8 | Leading for Parliament (L4P) and Milestones to Management (M2M) | Ongoing | L&D Team | The final cohort of L4P finishes in March 2014. A number of standalone modules and activities are planned between Feb-Jul following recent changes to the programme. There will also be a series of embedding activities including upskilling delegates to carry on with initiatives such as Communities of Practice and Peer coaching groups.M2M will launch its sixth and final cohort in Jan 2014. In the meantime a workshop has been arranged with the Business Management Directors for mid February to discuss how management development needs should be met in the future. | GREEN | No 1, 3, 4, 5, 6 and 15 |
| 9 | **Support** Staff Survey (links to Corporate activity) | Corporate Response Rate 65%Department/Directorates 55% | Staff Survey Team | The follow up work was completed in November as planned.  4 workshops with approx 40 attendees in total.  The follow up report will be circulated to the MB for the January meeting. With MB approval the follow up report will be published on the intranet for all staff to access as soon as possible after the January meeting. | GREEN | No 8 |
| 10 | **Embed** D&I Scheme | Ongoing | D&I Team | The House has submitted against the Stonewall Workplace Equality Index for the fourth year running, A new response handling contract in recruitment with a microsite that will be used to promote the inclusivity of the House as an employer has been established. WENs have also been actively promoted to House of Lords staff. | GREEN | No 2, 4, 9 and 16 |
| 11 | **Developing** 360 degree feedback capability | Ongoing | L&D Team | Carter Corson will facilitate workshops to develop L&D managers and internal qualified coaches to be able to deliver individual feedback from 360 assessments. These workshops will take place in February so that 360a will be more widely available from April 2014. | GREEN | No 6 and 8 |
| 12 | **Develop and Implement** an improved Performance Management System | April 2015 | Pay & Reward Team & Operations Team(via HR Delivery Programme) | A paper is being tabled for the BMG to consider at its January 2014 meeting which will include a plan to take forward work on a new system. The work is being scoped by the Pay and Reward work stream, and will now be accelerated to ensure delivery.  | AMBER | No 2, 4, 6, 11, 12 and Intended Outcome B |
| 13 | **Complete** analysis of the operation of recruitment and promotion boards to ensure the process meets higher standards of transparency, fairness and equality | April 2014 | Operations Team/D&I | The Havas Applicant Tracking System has been built following a consultation process involving the D&I team, the WENs, the TUS, recruiting managers and staff who have recently been through the current recruitment process. This included work to define the reporting needs identified in consultation with the D&I team. The system went live on 2 January 2014 and the first reports will be produced based on data from 31 January 2014.The new recruitment microsite also went live on 2 January 2014. It has been built, with a key focus on making sure the design and information is accessible to a broad range of people, and that the images and text present the House of Commons as an inclusive place to work. The site is responsive, allowing us to update it in relation to feedback. Some feedback has already been received and any further feedback is welcome.  | AMBER | No 9, 16 and Intended Outcome D  |
| 14 | **Provide** Top Quality HR Support (for example Redeployment, Sickness Management and Staff Exits) | Ongoing | DHRC Delivery teams | The Service Delivery Plan addresses this objective. There will dedicated expertise for particular business needs, e.g. restructures. It is intended that the department will work across explicit themes, thereby ensuring a holistic approach to services. Currently the CIA team is working with IA to address sickness absence reporting and management. | AMBER | No 16 |

**ANNEX C2 – DHRC Led People Strategy Objectives – Progress January 2014**

**ANNEX D – HR Delivery/People Strategy Timeline**

