

## MANAGEMENT IN CONFIDENCE

MB2007.MIN.3

### Minutes of the Management Board meeting held on Thursday 13 December 2007

**Those present:** Malcolm Jack (Chief Executive) (Chairman)  
Douglas Millar CB (Director General of Chamber and  
Committee Services) (from item 3)  
John Pullinger (Director General of Information  
Services)  
Andrew Walker (Director General of Resources)  
Sue Harrison (Director General of Facilities)  
Joan Miller (Director of PICT, external member)

**In attendance:** Robert Twigger (Head of the Office of the Clerk)  
Tracey Garratty (Private Secretary to the Clerk of the  
House)  
Philippa Helme (Head of the Office of the Chief  
Executive designate)  
Heather Bryson (Tebbit Change Team, for item 5)  
Catherine Fogarty (Tebbit Change Team, for item 5)

#### 1. Matters arising from previous meetings

- 1.1. The **Board Secretary** reported that all actions from the November meeting either had been completed or shortly would be.
- 1.2. Regarding the paper from the Board on e-petitions, this would be circulated in draft to Board members shortly. The deadline for submissions to the Committee was 7 January.
- 1.3. The Corporate Business Plan had been circulated to Board members and any comments on the draft should be given to the Board Secretary by Monday.

#### 2. Risk and performance

- 2.1. The Board discussed a paper from the Acting Serjeant at Arms regarding Relocation of the Chamber of the House of Commons.

- 2.2. [s.24, s.36(2)(b) and s.36(2)(c), s.38]
- 2.3. [s.24, s.36(2)(b) and s.36(2)(c), s.38]
- 2.4. [s.24, s.36(2)(b) and s.36(2)(c), s.38]
- 2.5. [s.24, s.36(2)(b) and s.36(2)(c), s.38]
- 2.6. The Board then considered a paper on data protection from the Director General, Resources.
- 2.7. **Andrew Walker** said that the paper suggested a new approach to data protection in departments, with more senior representatives replacing the current data protection contact group, who would take responsibility for directing and co-ordinating a programme of work regarding data protection in their department.
- 2.8. The Board noted that the Chairman would shortly receive the report of the review of data and information security, and that this would have a bearing on the issues raised in the paper. It was agreed that this paper would be circulated to Board members.
- 2.9. *Action: Office of the Chief Executive to circulate data and information security report to Board members for information.*
- 2.10. The **Chairman** also raised his concern that confidential emails being sent to an individual were able to be accessed by others if they had been given permission. There were also a number of email groups where the title of the group could mean that staff did not realise that they would be sending information to a large group of people. [s.36(2)(b) and s.36(2)(c)]
- 2.11. The Board agreed in principle to a more senior group to monitor data protection being established, and agreed that the aim should be that such a group would operate from March 2008, with terms of reference agreed by the Board after the report on data and information security had been received.
- 2.12. Finally **Sue Harrison** informed the Board that she had asked the Estates Directorate to produce a paper setting out the options, costs and benefits of improving the resilience of power supply, and that the paper should be ready for the February Board meeting. She also suggested that a building by building risk based review should be undertaken.
- 2.13. The Board agreed that the Director General, Facilities should take

this work forward, taking advice from Board members and others as she felt necessary. The Board would then agree principles that would mean that the plan could be reviewed and refined in the future without the matter being brought back to the Board itself.

**2.14.** *Action: Paper on power supply to be presented at February 2008 Board meeting.*

### **3. Oral updates from Director Generals**

**3.1. The Chairman** invited Director Generals to update the Board on matters in their area of responsibility.

**3.2. Joan Miller** said that:

**3.2.1.** The House of Lords had agreed that the Joint Department would be set up on 1 April 2008.

**3.2.2.** PICT had spent the last six months reviewing the House's technical infrastructure, and improving resilience would be a priority for the next 18 months.

**3.2.3.** A new system to log and track calls to the service desk was being introduced in January, which might lead to a diminution of service in the first few weeks as staff became used to its operation.

**3.3. Sue Harrison** updated the Board on the recent Parliamentary Estates Board meeting:

**3.3.1.** The mechanical and electrical (M&E) programme was progressing. A job description for a Programme Director was being produced. The Estates Board recommended that Philippa Tudor should chair the M&E Programme Board. The Management Board agreed that the Chairman would inform the Clerk of the Parliaments that he agreed to this recommendation, and would also mention the rotation of the Estates Board Chairmanship to the Commons in the summer of 2008. The Board also agreed that it should invite both the Estates Board, and the groups under it, to consider whether revisions were necessary to their terms of reference and submit them to the Management Board.

**3.3.2.** The Estates Board had also considered the fire system coverage on the Estate, and this matter would be considered again at the January meeting.

**3.4. John Pullinger** said that the outreach programme had begun.

3.5. The **Chairman** said that he had seen the Administration Committee earlier in the week, and had emailed Director Generals about the subjects the Committee had raised.

#### 4. Reward Strategy

4.1. The **Chairman** said that the paper addressed a number of strands that had come out of management and Trade Union Side (TUS) co-operative working on a possible reward strategy.

4.2. **Andrew Walker** said that the current A-E pay system was not sustainable in the long-term, and management had wanted to work in partnership with the TUS to explore a future reward strategy. The paper represented the output of the various joint management and TUS working groups, and the views of HRG. He suggested, and the Board agreed, that at this meeting the Board would give a steer on a number of key strategic issues, with a view to a further paper on the detail being presented in the first half of 2008.

4.3. The Board agreed in principle to a move to a pay structure that got staff to a rate for a job more quickly, and made progression beyond that more difficult, but agreed that this should be subject to modelling of the affordability and consequences of such a policy.

4.4. *Action: modelling work to be undertaken by DFA and presented to the Board in early 2008.*

4.5. The Board agreed to the possibility of paying premia for hard-to-recruit specialists, and noted that as market forces could go up and down any premia should be both flexible and able to be removed.

4.6. Regarding performance pay there were risks associated with introducing team performance pay as this would make managers reluctant to take on weaker team members who the organisation wished to develop, and the Board agreed to defer a decision on whether to recommend performance pay for teams.

4.7. The Board agreed that there should be a greater element of performance pay at A-E, with rewards for service delivery performance, and rewards being given at the time rather than at the end of the reporting year. The Board noted that it would be important that the increase staff would see to performance pay should be significant enough for it to be a positive motivational factor. Current performance pay was low and could be demotivating.

**4.8. Douglas Millar** said that he wished to highlight that there was no direct link between requirement to attend when the House is sitting, including evening work, and allowances for that, and recess attendance, something which was implied in paragraph 9.1. **Andrew Walker** recognised that the phraseology was potentially contentious: the wording would be redrafted in any future versions.

**4.9.** The Board agreed that the annual reporting system should be simplified for the next reporting year, from April 2008.

**4.10.** *Action: Further paper regarding a reward strategy to be presented to the Board in early 2008.*

## **5. Progress with re-alignment of departments**

**5.1.** The **Chairman** welcomed Heather Bryson and Catherine Fogarty of the Tebbit Change Team.

**5.2. Heather Bryson** said that the paper reflected the views received from staff during consultation, from Director Generals, and from the Trade Union Side. The TUS had been invited to make comments on the paper when in draft form.

**5.3.** The Board discussed the paper's proposals for the placing of the Visitor Services Assistants and agreed that they should be placed in the Department of Information Services with immediate effect from 1 January.

**5.4.** Regarding contract management the Board agreed that resource for this area should be considered at the same time as consideration of the future of HR, finance and procurement. In the interim the current contract manager would be placed in the Department of Facilities, but with continuing responsibility for oversight of major security contracts based in the Department of Chamber and Committee Services.

**5.5.** Regarding the Corporate Risk Facilitator it was confirmed that the post would be moved to the Office of the Chief Executive.

**5.6. Heather Bryson** said that a meeting would be held with the TUS the next morning to inform them of decisions taken by the Board. Heather and Catherine suggested, and the Board agreed, that Director Generals should speak to staff that were personally affected after that meeting, and the Change Team would produce a list of names for Director Generals.

**5.7.** *Action: Change Team to distribute list of individuals to be spoken to by Director Generals.*

- 5.8. The Board agreed a structure for each of the new departments, and agreed that an email would be sent to all staff before the House rose for the Christmas recess setting out the new structure that would apply from January.
- 5.9. The **Chairman** said that visibility of key staff in the new departments to Members would be important, and the Board agreed to ask Paul Silk to lead work on this area. The Board noted that a new trombinoscope would be produced by the Office of the Chief Executive early in 2008, and for each department it would identify the key staff that Members would wish to contact.
- 5.10. The **Chairman**, on behalf of the Board, thanked the Change Team for their work, and Heather and Catherine left the meeting.
- 5.11. The Board then considered a paper from the Deputy Director, DFA regarding the future delivery of HR, learning and development, finance and procurement.
- 5.12. The Board agreed the matrix management structure proposed for HR and finance, with staff in those areas being accountable to both their new departments, where they would be located, and the Director General, Resources. Formal line management would be undertaken by departments but professional leadership would come from the Department of Resources and the senior professionals based in that Department from 1st January 2008, although changes to support this system would not be fully in place until January 2009.
- 5.13. Regarding procurement the Board agreed in principle that there should be one professional procurement service, headed by a more senior director, bringing together the procurement professionals who were currently located in DFA and the Serjeant at Arms Department. Those who were engaged in procurement activities but were not procurement professionals should remain in departments, taking advice from the procurement service.
- 5.14. Regarding second tier groups the Board agreed with the paper's proposals that all groups, apart the two Board sub-groups, the Joint Business Systems Board and the Parliamentary Estates Board, should become the responsibility of the relevant Director General who would consider its membership and continuance. The Board agreed the list of responsibility for Groups as set out in the paper, save that the Contingency Planning Group should be the responsibility of the Director General of Chamber and Committee Services.

**5.15.** *Action: All staff email to be circulated setting out the structure of the new departments from 1 January.*

**6. Any other business**

**6.1.** The **Board Secretary** reported that the second phase of the Survey of Services had been completed and a paper was being drawn up for the Board.

**6.2.** The Board agreed that it should consider early in 2008 the future of InHouse magazine, including the frequency of production and resource available. The Internal Communications Manager in the Office of the Chief Executive should be asked to present a paper to the Board.

**6.3.** Andrew Walker reported back from the SMDP event that those attending had indicated a willingness to be involved in management change and the Board agreed that thought should be given to possible topics action groups might wish to consider. There were also opportunities for SMDP graduates to get involved with departmental change, and the central change team should be tasked to consider this.

**[adjourned at 6.10pm]**

**Robert Twigger**  
**Secretary**

**Malcolm Jack**  
**Chairman**

17 December 2007