Management Board

Progress towards a unified House of Commons Service:
final paper from the Tebbit Change Team

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Purpose

1. This paper informs the Management Board of the programme of activities being undertaken to achieve a unified parliamentary service and reports progress made in January/February 2008.

2. This is the final paper from the Tebbit Change Team.

Conclusions and Decisions

3. Our assessment is that a range of activities is being undertaken to form departments while maintaining services, but at a cross-departmental and corporate level there is limited progress.

4. **This paper invites the Board to consider further the desired outcomes from the change programme and to communicate this to staff. It also invites the Board to encourage staff to take part in the programme of activities sponsored by the Director General, Resources outlined in paragraph 10 below.**

Progress in January/February and programme of activities

5. A summary of activities relating to the realignment of departments is provided at Annex A.

Finance, HR and procurement

6. The Tebbit Change Team, Acting Director of HRM&D and the TUS have had three meetings to discuss Tebbit-related changes, including the process by which interim posts will be filled.

7. The reallocation of 2007/08 budgets associated with staff realignment to the new departments has been agreed; the information will feed into the budget-setting process for next year and into departmental business plans. A revised chart of accounts will be implemented for 2009/10.

8. Following the Management Board decision in December to move to a unified model for finance, HR and procurement, the business requirements of departmental and corporate services in those respects will be assessed, and resource needs identified (skills, numbers, levels). A small team will carry out this work, consulting business managers,

practitioners, the TUS and other stakeholders. A paper from the Director General, Resources will be presented to the Management Board in April. Remodelled arrangements will be introduced from the autumn and will be fully in place by January 2009.

9. Following testing of the new HAIS environment in March 2008, the core financial structure will be completed by mid-April, enabling reports to be run at the end of that month. Departments will be able to run HR reports from the start of financial year 2008/09.

Fostering changes in culture

10. The Director General, Resources is sponsoring activities in the spring/summer aimed at encouraging appetite for, and moving positively through, change. Four strands of support to help staff understand and take a more proactive approach to the change process are being developed via Corporate Learning and Development. These focus on senior managers, middle managers and staff, HR practitioners and teams. The programme began with two workshops for HR practitioners in January/February. The estimated cost of these strands is £40,000. Beyond this, there will be best practice events in order to learn from internal and external successes and to foster a more unified workforce. The Director General, Resources will be approaching Board members to ask them to be involved in some of these activities.

11. **Directors General are invited to ensure that appropriate staff in their departments take part in the programme.**

12. Development activities already in place will also help with the change process, including the Senior Management Development Programme, Managing for Excellence, a corporate mentoring programme (open to all staff from April) and the internal transfer scheme.

13. The theme of the Learning at Work week in May will be "supporting the business of the House", followed by a programme of learning about House services designed to build greater awareness among staff of work done in other sections and departments.

ICT

14. PICT is undertaking a significant amount of work to update systems, databases and directories as a consequence of the realignment. Further information is provided in Annex B.

15. The intranet home page has been reorganised into a more task-based structure and a new corporate navigation bar has been applied to all intranet pages. Further work to ensure consistency of design is expected to be completed by the Web Centre by the end of April. This will make it easier for users to find information across departments and increase the

sense of having a single joined-up organisation. Work to implement a new corporate template across all intranet pages and to restructure existing sites where appropriate will be led by the Web Centre supported by the communications team in the Office of the Chief Executive, and in close liaison with relevant staff in departments. Once the work is completed, staff in departments will retain responsibility for updating their own pages in line with Parliament-wide standards agreed by the Website and Intranet Board.

Key departmental activities

16. Since the Tebbit Change Team presented its last paper to the Management Board, the main departmental activities have been focussed on processes and mechanisms to enable the departments to operate in their new form.

17. In *Chamber and Committee Services,* mapping of common services is on schedule to be completed by 29 February. Priorities will be agreed and workable structures developed by 17 July. The department will be holding two launch events on 29 February and 7 March.

18. In *Facilities,* a range of activities across the new directorates and support offices designed to integrate staff and improve services is being undertaken. The Special Adviser on Members Services has consulted members of the Commission and Administration Committee as well as Chief Whips on services for Members. The dual HR, finance and procurement sections are looking at ways of working together. New signage will be in place by the end of March, and the department is considering the feasibility of creating an integrated Members service desk.

19. In *Information Services,* a recruitment campaign is under way for a Project Manager (Band A2) who will oversee the departmental change programme over the next three to six months. A successful departmental launch event was held on 8 February to which all staff in the new department were invited. All DIS staff receive the weekly departmental newsletter, and its content is being closely monitored and broadened to ensure it meets the needs and expectations of all.

20. *Resources* faces major challenges on reviewing and remodelling Members' allowances, and on the Tebbit changes in finance, procurement and HR. These work strands are being brought together through a change project being led by the Departmental Management Board. Updated versions of standard templates for letters, memos, fax covers, and PowerPoint slides are now in use. A temporary version of the departmental wallpaper and screensavers has been installed

Costs

21. There should be sufficient resource within existing budget allocations to absorb additional Tebbit programme costs expected to arise in 2007/08. Any department unable to absorb such costs will need to discuss handling with the Department of Resources. Work is in hand to identify additional tasks to be undertaken during the 2008/09 transition year. This will include changes to the chart of accounts once management information needs for both reporting and decision making purposes have been identified and agreed. It will also need to encompass other work being taken forward on:

- System changes required to deliver unified finance, HR and procurement services across the House;
- Development work on the delivery of e-services to Members;
- Making best use of HAIS, including benefits to be gained from adopting a later version of software.

22. The Management Board has already agreed in principle to create a Tebbit change programme reserve in 2008/09 through a reduction in discretionary areas of budget expenditure. This will provide funding for the HAIS changes outlined above, the change activities set out in paragraphs 10 to 13, necessary ICT-related work in paragraphs 14 and 15, and specific change needs within individual departments.

Establishing common ground

23. The new departments have been forming themselves, dealing with the practical issues of setting up communication systems, reviewing procedures and guidance, and integrating teams. Much of the focus has been inward looking rather than across departmental boundaries. There is a danger that four new silos will replace the six old ones, with the departmental approach being the default position because that is what the House Service is most accustomed to operating. Once this becomes entrenched, we will have missed the opportunity to create a genuinely unified service.

24. The vision and the departmental structure outlined in the consultative document and subsequently agreed by the Management Board were the starting points. Managers and staff at change meetings have reiterated the point that it is not clear what the desired outcomes are, and they look to the Management Board to state them. The Management Board now needs to set out what it means by the vision in practice and provide greater clarity about precisely what objectives need to be achieved through the unified service and by when.

25. **We recommend that the Management Board consider these issues further at its forthcoming away-day and communicate its conclusions to staff.**

Annex A

Activities related to Tebbit implementation

Work area	When
HR, finance and procurement - organisation (s.40)	
Assessment of business requirements	February to April 2008
Remodelling	April to December 2008
Revised system	January 2009
Finance (s.40)	
Illustrative realigned 2007/08 budgets agreed with departments	January 2008
2008/09 budgets agreed with departments	end February 2008
HAIS reconfigured for 2008/09 reporting	end April 2008
New departmental reports run	end April 2008
Revised chart of accounts	implemented for 2009/10
Learning and Development/Support (s.40)	
Revised induction course	January 2008; and ongoing revision
"Staying ahead of change"	January to May 2008
"New manager assimilation"	March (first event); ongoing
"Being resourceful through change" (HR practitioners)	February to May 2008
Learning at work week	May 2008
Inter-departmental groups (Directors General)	
Review membership	end March 2008
Revised membership and terms of reference	end May 2008

Annex B

		Costs					
Work area	**Total**	***% attributable to Tebbit***	***Amount attributable to Tebbit***	***FY 2007-08***	***FY 2008-09***	**Benefits**	***When***
Additional equipment							
PCs & printers	1,000	0	0	0	0	Additional equipment for the Tebbit Change Team (all kit returned to PICT for re-use).	December / January
Technical Services							
Active Directory	94,700	20	18,940	8,520	10,420	Active Directory re-designed to support new organisational structure. Security and access rights aligned with new structures.	January to July
File storage	165,800	50	82,900	15,700	67,200	File storage re-designed to reflect new structures & data migtated to locations with permissions updated to reflect new department and directorate structure.	January to July
Exchange	0	0	0	0	0	Information about people & distribution groups updated to reflect new organisational structure. Assumed to be within BAU resources.	January to July
Sub-total TS:	**260,500**		**101,840**	**24,220**	**77,620**		
Intranet							
Static HTML: re-branding	15,223	100	15,223	15,223	0	Static HTML.re-branded to reflect new unified service.	January to March
HAIS							
Agresso realignment	51,109	100	51,109	38,332	12,777	Agresso HR & financial structures re-aligned with new organisational structure.	January to April
PAD							
Update PAD department/directorate data	5,060	100	5,060	3,795	1,265	Systems fed ty PAD receive up to date information about departments/directorates/offices.	January to March
Telecoms							
Update internal telephone directory (based on PAD) - both intranet & hard copy	5,060	100	5,060	3,795	1,265	Intranet version available end January; hard copy by the end of March.	January to March
Other							
Letter templates for the new corporate stationery	1,500	100	1,500	1,500	0	Standard template for use with the new pre-printed stationery. Part of re-branding to support the new unified service.	January to March
Updates to other databases	35,120	100	35,120	11,310	23,810	Other separate databases containing people information updated with the new departments, directorates & offices.	January to April
Grand total	**374,572**		**214,912**	**98,175**	**116,737**		