

MANAGEMENT BOARD**HR Policies, Processes and Practices Programme**

Paper by the Director General of Resources

Purpose

1. This paper presents a progress report on the activities of the new HR Policies, Processes and Procedures (HR PPP) programme which was set up following the Board's agreement at its July meeting (MB2010.MIN.07) to the recommendations in my paper presented at that meeting (MB2010.P.74).

Action for the Board

2. The Board asked for a progress report for their October meeting and so are invited to note that progress and also the points raised about the timetable, as outlined below.

Consultation

3. As well as meetings of the newly formed Programme Board, there have been meetings with departmental HR leads and business managers about the programme. The trade union side has also been briefed ahead of formal consultations and negotiations which will be led by HRM&D.
4. Outcomes from the recent Staff Survey have indicated that the issues this programme will address are real issues of concern to staff. Further consultation and handling will be critical, if morale and motivation are to be preserved during this time of uncertainty.

Programme Governance/Structure

5. Following on from the Board's agreement to proceed, the following actions have been implemented:
 - A formal programme structure has been established in line with OGC's *Managing Successful Programmes* (MSP) framework;
 - A Programme Manager has been appointed;
 - DGs have put forward nominations for Programme Board representation;
 - The Programme Board has confirmed leaders for the three workstreams/projects outlined in paper MB2010.P.74
 - an external member has been engaged to provide quality assurance to the programme. Bill Richardson is the Deputy Chief Executive of the Office for the Parliamentary & Health Service Ombudsman.
6. Details of these programme governance and structure arrangements can be found in Annex A.

OGC Starting Gate Review

7. During early discussions around programme set up, the Head of Parliamentary Programme and Project Assurance brought to my attention a new service offered by the Office of Government Commerce (OGC). OGC's *Starting Gate* is a short independent peer review which applies at the early stages of a new programme. It

offers organisations the opportunity to gain independent assurance on how well practical delivery issues are being addressed in preparing for implementation. *Starting Gate* is separate to the OGC Gateway review process for projects and programmes, but is highly relevant to it.

8. Starting Gate is adapted from the OGC Gateway review model. Its key characteristics are:
 - **fast** – the review will be conducted in two days (19 and 20 October) with a formal report being issued to me as SRO on 21 October
 - **light-touch**, confidential and non-attributable interview-based. We have identified key stakeholders who will be interviewed as part of the process. The TUS has been invited to participate
 - **tailored** - "areas of enquiry" focus on the issues most pertinent at the earlier stages of set up, such as timetabling, understanding of scope/objectives, management commitment and available resources
 - **value-added** - OGC's specialist pool of senior *Starting Gate* reviewers have skills and experience relevant to the policy delivery environment. We have secured three OGC reviewers with relevant skill set for this programme, which includes HR, business change and with experience of working with trade unions.
9. I have commissioned a Starting Gate Review which will take place during w/c 18 October. The Programme Board will consider the report from the Starting Gate Review team once it is received.

Taking the programme forward

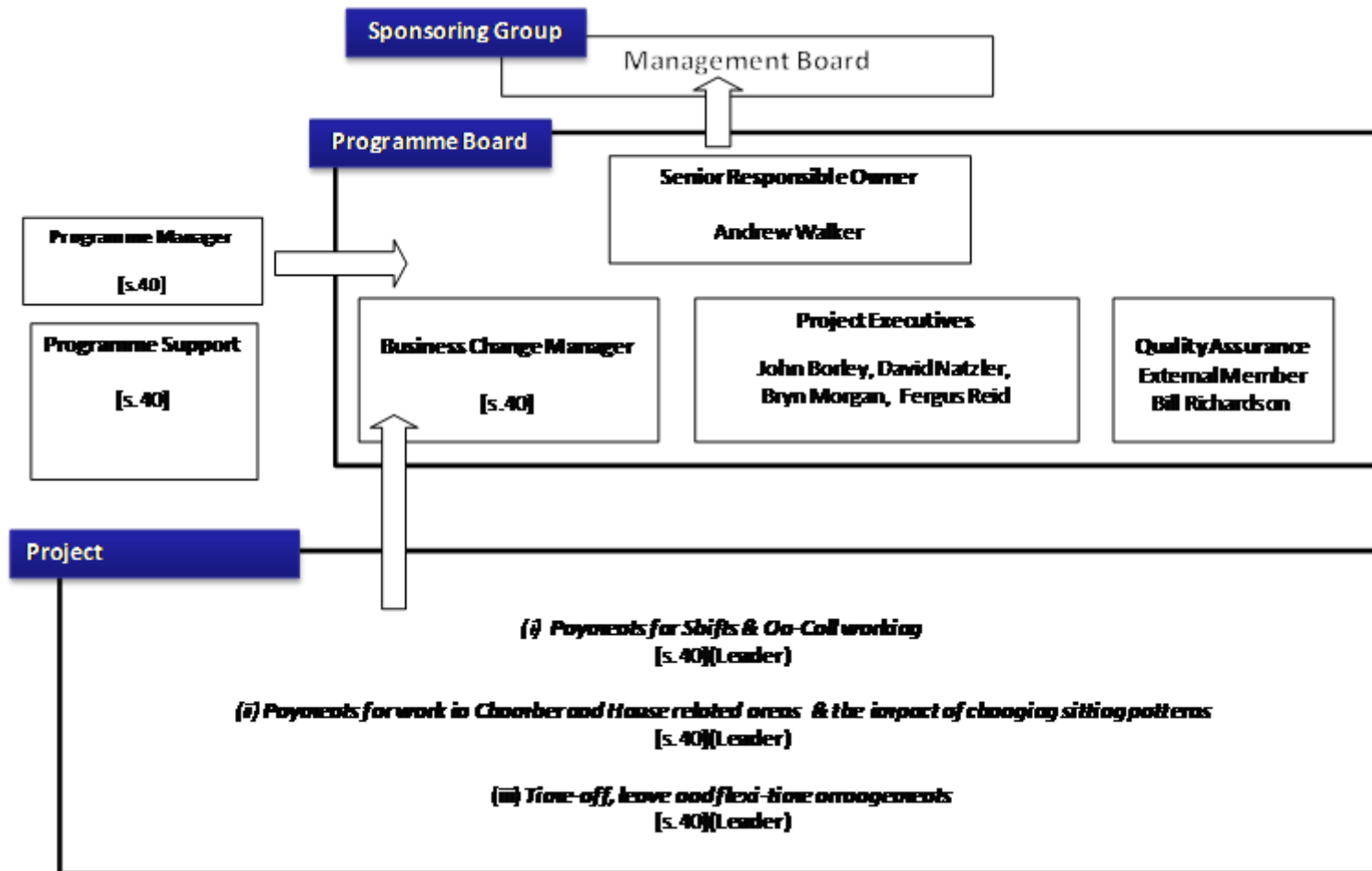
10. Now that the three Project Leaders have been identified, the SRO, the Business Change Manager and the Programme Manager will deliver a workshop to them setting the context of the Programme and defining their project brief. It will draw together and share the work already carried out under the Common Ground project.
11. The Project Leaders would be supported by their own business areas, departmental HR, HRM&D and the Programme Team. We are currently looking at ways in which we may offer external support and facilitation in areas such as access to viable and analogous "solutions" from other external sources, help with the financial analyses, help with the more technical aspects of solutions, modelling of costs and sensitivities.
12. There is a commitment for management to consult with the Trade Union Side on the development of the Programme's "blueprint". This is factored into the Programme Plan. As part of the ongoing consultative approach, the TUS will be invited to attend the workshop with Project Leaders (as outlined in paragraph 10).

Timetable

13. The aim is to put together a comprehensive timetable once the outcome of the *Starting Gate* Review has been made available, once the briefing of Project Leaders has taken place and when there is a clearer idea of the resources being made available to assist with the programme deliverables.
14. The timetable and progress will be reported through the Balanced Scorecard.

A J Walker
Director General of Resources

October 2010



HR Policies, Processes and Practices (HR PPP) Programme
Structure and Governance