

-

**Minutes of the Management Board meeting  
held on Friday 4 February 2011**

- Those present:** Malcolm Jack (Chief Executive) (Chairman)  
Robert Rogers (Director General of Chamber and  
Committee Services)  
John Borley CB (Director General of Facilities)  
John Pullinger (Director General of Information Services)  
Andrew Walker (Director General of Resources)  
Joan Miller (Director of PICT, external member)  
Alex Jablonowski (external member)
- In attendance:** Matthew Hamlyn (Board Secretary)  
Gosia McBride (Assistant Secretary)

**1. DR transition programme**

**1.1. The Chairman** said that the purpose of the meeting was to settle the principles and strategic direction of travel on HR/Change and to establish the objective that a central HR/Change function had to meet the different business needs in the unified House Service. That was in the context of considerable challenges ahead on savings and redesign, including maintaining staff morale. The guiding principles of the new department were that it had to be: based on a close understanding of business need; clear about exactly what services would be delivered from the centre; based on trust following full consultation; strategic and joined up with the Savings Programme; and with a clear set of milestones for delivery which everyone understood.

**1.2. Andrew Walker** said that he agreed that clarity and milestones were vital. He was grateful to departments for engaging with the DR Transition programme. The creation of change management support and portfolio oversight functions was vital to the success of the savings programme. A corporate and strategic approach to HR would also be important. That should release savings in the longer term which could be used to strengthen the new change functions. The two new Departments (Finance, and Human Resources and Change) would cost less than the previous Department of Resources, and there would be a net reduction of one SCS post.

**1.3.** In discussion, the following points were made:

- The House was a small, albeit diverse, organisation which should be able to achieve a leaner corporate overhead.
- Establishing portfolio oversight of projects and programmes was vital and the proposals on that should be strengthened.

- Clarity on the purpose and functions of the new Department was vital.
- Trust and confidence were needed for the proposals to work. Keeping departmental heads (and possibly deputy heads) of HR embedded in departments would be helpful. A charter of rights and obligations should be agreed. Board members should also be kept informed of progress on setting up the Department.
- The new Department would have a great deal of work to do on capability.
- Communications about the new department would need to be carefully handled so that all HR staff received information at the same time.
- The House of Lords would also need to be kept informed.

**1.4. The Board agreed:**

- that the overall purpose of the Department of Human Resources and Change (DHR&C) was to support the House service in managing people and change and provide strategic oversight to both areas;
- that HR Business Partners (departmental Head of HR and possibly their deputies) should be centrally managed, but left embedded in their departments as now;
- that departmental operational HR teams, including Learning and Development, should be centrally managed and co-located in the Department of Human Resources and Change; and
- that a Change Team should be created to:
  - support change programmes in the House;
  - take a strategic overview of the House's programmes and major projects, in partnership with the Parliamentary Estates Board (PEB) and PICT Advisory Board (PICTAB);
  - provide the Management Board with regular reports on progress and risks arising from interdependencies between those programmes and projects; and
  - provide change management expertise in methods of delivering our strategic objectives.

[adjourned at 11.30

**Matthew Hamlyn**  
**Secretary**

**Malcolm Jack**  
**Chairman**

February 2010