

Management Board

Tebbit Recommendations – Progress Report

Note by the Head of the Office of the Chief Executive

Purpose

1. This paper updates the Management Board on progress in implementing the Tebbit recommendations.

Actions for the Board

2. The Board is invited to:

- (1) Note the progress update (Annex A)

- (2) Confirm that no further progress update is necessary prior to the review the results of implementation of the Tebbit recommendations in 2010.

Consultation

3. Departments were invited to update their relevant recommendations.

Background

4. There have been regular updates on the Tebbit recommendations, the last being in November 2008. It was agreed at the November Board meeting that a final update would be provided in spring 2009.

Progress on Tebbit recommendations

5. Progress has been made in implementing the Tebbit report's recommendations since the last update in December 2008, for example:

- Introduction of the balanced scorecard
- HR remodelling
- Development of corporate procurement policy
- Programme planning in Estates.

6. Some recommendations that were scheduled to complete by the end of financial year 2008/09 have not yet been completed, for example:

- Letters of delegation
- Completion of the Resource Framework

Progress is still being made and revised targets have been stated in the update.

7. Most of the mechanisms to meet the Tebbit recommendations are in place. An assessment of whether those mechanisms actually build “organisational and executive capacity” and promote “effectiveness, accountability and value for money”, as stated by Tebbit, will be for the Management Board, and Members, to assess as part of a review of the implementation of the recommendations in 2010 (see separate paper **MB2009.P.55**).
8. The OCE is undertaking further work on delegation *mechanisms* (*Recommendation 14*), informed by revisions to the Resource Framework and Staff Handbook. Draft letters of delegation will be developed in consultation with Board members and circulated before the summer recess.

Next steps

9. It is proposed to present a version of this update, revised as necessary, to the Commission in June, as the final implementation progress report.

Philippa Helme
14 May 2009

Annex A

Tebbit Review (25 June 2007, HC 685) – update May 2009***Changes since the last update are highlighted***

| Rec. No. | Recommendation | Tebbit Report | House of Commons Commission Response (19 December 2007, HC 193) | Actions required/taken |
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| Audit Committee | | | | |
| 1 | A suitably qualified external member of the Audit Committee should become its Chairman. | Para 74 | No immediate change; to be re-examined when the chairmanship next falls vacant. | <i>The Commission has now decided not to accept this recommendation.</i> — |
| 2 | A rolling programme of NAO value-for-money audits should be instituted. | Para 74 | The Audit Committee will be working with IRS to develop a three-year rolling plan for VFM studies, to ensure that this work is planned and carried out more systematically. | <i>As part of the changed departmental structure, the Internal Review Service (now called Internal Audit) became part of the Office of the Chief Executive. Specific VFM work is now an element within the overall Internal Audit Programme and the topics for 2009/10 are :</i> <ul style="list-style-type: none"> <i>• Learning and Development</i> <i>• Use of Newspapers, Periodicals and Books</i> <i>• Benefits Realisation of new initiatives</i> <i>The work will be led by the Director of Internal Audit, but with involvement from both PwC (as the internal audit partner) or the NAO, as deemed appropriate. The latter two reviews will be bi-cameral studies with the House of Lords.</i> <i>Topics for subsequent years will be developed to meet the needs of the House and in the light of available best practice material.</i> <i>Target: Strategy agreed by end financial year 2008/09 - Achieved</i> |

Finance and Services Committee

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| 3 | FSC should operate more as an arm of the Commission, acting under a clear mandate giving the Committee substantial authority on the Commission's behalf to cover the more routine supervisory issues. | Para 77 | This recommendation, which reflects the existing position, is accepted. | — |
| 4 | FSC should be mandated to scrutinise proposals made by Member Committees or House officials, where these need to be reconciled, before they are considered by the Commission. | Para 78 | This recommendation, which reflects the existing position, is accepted. The Finance and Services Committee has asked to have drawn to its attention cases where there is a need for such reconciliation or where significant new spending is planned. | — |
| 5 | The Chairman of Ways and Means should be appointed to the Finance and Services Committee. | Para 79 | This recommendation is accepted but the suggestion earlier in paragraph 79 that the Chairman of Ways and Means should eventually become the Chairman of the Finance and Services Committee would add unduly to the burdens of that office and is not accepted. | The Chairman of Ways and Means is now a member of the Finance and Services Committee. |
| 6 | A member of the Finance and Services Committee, selected on the basis of interest and experience, should be appointed to the Audit Committee, 'balanced' by an additional external member. | Para 80 | Accepted. The Commission will ask the FSC to nominate one of its members — preferably with skills and an interest in the audit area — who can be co-opted to the Administration Estimate Audit Committee. A third external member will be sought for the Audit Committee. | The House of Commons Commission appointed Clive Betts MP to serve on the Administration Estimate Audit Committee and Members Estimate Audit Committee on behalf of the Finance and Services Committee. Alex Jablonowski, who was appointed in September 2008 to the Management Board as an external member, has been appointed to the Audit Committee as an additional external member. |

Administration Committee

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| 7 | Individual Members on the Administration Committee should be invited to track particular services – for example, catering or IT– on behalf of the Committee as a whole. | Para 81 | The Administration Committee has considered and rejected this idea in the past, but will reconsider it shortly. | One of the Members on the Administration Committee is a member of the Customer Focus Group for catering and another leads an ICT forum for Members and their staff. |
| 8 | The size of the Administration Committee and of the Finance and Services Committee should be reviewed, on the basis that smaller bodies of Committee members are likely to be more effective. | Para 82 | The Administration Committee is not convinced that a smaller Committee could represent a wide enough cross-section of the views held by Members. Any reduction in the size of the Committee would remove the representation of smaller parties on the Committee. | – |

Clerk of the House/CEO

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| 9 | The Clerk of the House should continue to perform the dual role of Clerk of the House and Chief Executive/Accounting Officer. | Para 88 | Accepted. | – |
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| <p>10</p> | <p>Succession planning at the most senior level should address the need for potential Clerks of the House/CEOs to gain senior management experience.</p> | <p>Para 89</p> | <p>Accepted.</p> | <p>A project team is being established, under the sponsorship of the Director General of Resources, to define and get agreement for a career management development policy for senior House staff.</p> <p>Some 150 senior staff – including those in the current cohort – have participated in the Senior Management Development Programme. The programme is designed to develop senior staff to be future top managers and leaders, to develop a coherent and consistent management culture and to develop the management effectiveness of the House administration as a whole.</p> <p><u>UPDATE</u></p> <p><i>A draft "capability programme" which will include resources to meet this recommendation, will be presented to the Management Board later in the year.</i></p> |
| <p>11</p> | <p>The method of appointment for the Clerk of the House/CEO should be by means of competition, open to the (inevitably limited) group of suitably qualified candidates, with a Selection Board similar to those employed for Permanent Secretaries to Government Departments.</p> | <p>Para 90</p> | <p>Noted. The method of appointment for a future Clerk of the House will be kept under review.</p> | <p>–</p> |

Office of the Chief Executive

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| 12 | <p>The scope of the activities of the Office of the Chief Executive should be expanded to embrace planning and performance management functions in relation to the House Service's objectives and targets, together with an increased communication co-ordination role.</p> | Para 96 | Recommendation accepted and fast tracked. | <p>The scope of the Office of the Chief Executive was expanded with effect from January 2008. It now has responsibility for business planning and performance management across the House Service and has a strengthened internal communications team. Its overall aim is to contribute to the provision of a high-quality service to Members of Parliament, their staff and the general public, by co-ordinating strategic planning, performance management and communications across the House Service and providing assurance to the Chief Executive about the effectiveness of internal controls and risk management.</p> |
| 13 | <p>The Office of the Chief Executive's staffing numbers should be increased, and the post of the Head of the Office should be upgraded, in the light of these additional functions and responsibilities.</p> | Para 98 | Recommendation accepted and fast tracked. | <p>The post of Head of the Office was upgraded to SCS1A and the new Head has been in post since January 2008. An increase in staffing was agreed by the Management Board and the new staffing structure is in place.</p> |

Delegations

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| 14 | <p>Each Head of Department should receive an annual delegation letter, setting out the objectives and targets to be achieved during the year, the budget allocation for the purpose and the common policies, systems and processes to be used and observed in delivery.</p> | Para 99 | <p>Accepted in principle. The Management Board intends to introduce a new, more integrated, business planning system during 2008/09 that will reflect the unified nature of the new House Service. The resulting plan will cover both corporate and departmental activities, giving a better balance between core services and strategic developments. The plan will incorporate the elements enumerated in this recommendation.</p> | <p><i>The Corporate Plan for 2009/10 sets out the budget allocation by corporate task and clearly states the senior member of staff responsible for each area of work.</i></p> <p><i>Work is underway to develop delegation letters for Board members and Senior Responsible Officers, reflecting the levels of delegation in the revised Resource Framework and ensuring consistency with the revised Staff Handbook.</i></p> |
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Performance management

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| 15 | <p>The House Service should adopt a performance management system based on the Balanced Scorecard and with clear criteria for achieving success, drawn up by the Management Board and the House of Commons Commission.</p> | Para 105 | <p>Accepted. The Management Board will consider proposals for the adoption of a performance management system in early 2008. The Board will need to consider how the Balanced Scorecard can be adapted to the particular circumstances of the House Service. The Administration and Finance and Services Committees will be kept informed of progress and consulted where appropriate.</p> | <p><i>The first draft Balanced Scorecard (BSC) was considered by the Management Board at its April meeting. This followed a number of senior level workshops to devise and agree the structure of the BSC and the key factors that the Management Board should monitor.</i></p> <p><i>The development of the BSC will continue over the coming months and will influence the review of the House of Commons' strategic plan in 2010.</i></p> |
| 16 | <p>One such success criterion should be improved Members' satisfaction with services, measured by more regular 'rolling' surveys of a proportion of Members.</p> | Para 106 | <p>Accepted. The Administration Committee will be consulted in early 2008 on a proposal to introduce a rolling survey of Members. It is anticipated that the survey would also include Members' staff.</p> | <p>The Administration Committee agreed, on 4 March 2008, proposals for regular surveys of Members and Members' staff. The purpose is both to gather data over time, in order to assess progress in performance, and to obtain views on specific issues as they arise. The surveys will be run once a year. All Members, and a sample of Members' staff, will be surveyed.</p> <p><u>UPDATE</u></p> <p><i>Following a competitive OJEU procurement exercise, a contract for three surveys of services for Members and their staff was awarded January 2009. The project board has established a core set of questions that will be used for comparison over time in addition to the inclusion of questions about specific, current issues.</i></p> <p><i>The 2009 survey of Members and their staff was launched at the end of April. The results and resulting action plan will be published in advance of the summer recess.</i></p> |

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| 17 | <p>The performance management system should be underpinned by an activity and functional costing system, together with benchmarking against `peer' organisations and areas.</p> | Para 107 | <p>Accepted. Work has begun on development of a functional costing system — the results will be available during 2008/09. The DG Resources is working with his counterparts in other Parliaments and Assemblies in the British Isles to identify areas of parliamentary activity which are suitable for benchmarking.</p> | <p>A high-level costing system was developed during the latter part of 2007/08. The assumptions adopted for spreading costs will be tested with finance managers through a series of workshops. Further development work will need to be taken forward in conjunction with the performance management system (see recommendation 15). A system of benchmarking is being developed.</p> <p><u>UPDATE</u></p> <p><i>A prototype costing system has been developed and shared with Departmental finance teams at a Workshop held on 1 December 2008. The accommodation usage assumption was recognised to be out of date and the model will be updated once the latest accommodation usage review has been completed.</i></p> <p><i>During 2009/10 the model will be further developed to provide enhanced management information, support the resources quartile of the Balanced Scorecard, and refine allocations shown in the Corporate Business Plan. It will also build on the work of other Parliaments and Assemblies, and may be used to develop unit costs for certain areas of parliamentary activity.</i></p> |
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Management Board

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| 18 | <p>The changes to the composition of the Management Board should be made soon, but with appropriate action taken to ensure that it is not perceived as downgrading the importance of the services provided by those no longer 'on the Board' or their Departments. Those Heads of Department no longer permanent Management Board members should also attend meetings for relevant business, for example quarterly performance reviews.</p> | Para 112 | See below. | <p>The Management Board began meeting in October 2007. Other senior managers are invited to attend Board meetings to present proposals, where appropriate.</p> |
| 19 | <p>A more strategic Management Board with a slimmed-down executive membership should be created.</p> | Para 113 | See below. | <p>Achieved. The composition of the Management Board is now as follows:</p> <p>Malcolm Jack - Chief Executive and Clerk of the House</p> <p>John Borley - Director General, Facilities</p> <p>Douglas Millar - Director General, Chamber and Committee Services</p> <p>John Pullinger - Director General, Information Services</p> <p>Andrew Walker - Director General, Resources</p> <p>Joan Miller – Director, PICT (external member)</p> <p>Alex Jablonowski (external member)</p> |

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| 20 | Two external advisers (non-executive directors) should be appointed to the Management Board, in the expectation that this will prove as successful as it has in Government Departments, in supporting the role of the Chief Executive, as well as in helping the Management Board more generally. | Para 116 | See below. | The Director of PICT continues to serve on the Management Board as an external member, following PICT's change of status into a Joint Department of both Houses. Alex Jablonowski was appointed to the Management Board as an external member in September 2008. |
| 21 | Individual Heads of department should have responsibility for delivering agreed cross-cutting objectives or processes on behalf of the Management Board as a whole, acting as senior responsible owners or process owners, on the basis of the wide powers granted by the Management Board. | Para 118 | Recs 18-21 accepted in principle. A new Management Board was established in October 2007. The aim of the Commission and the Board is to create a fully unified House Service that will provide Members and others with the highest standards of service. | The new Management Board operates strategically across the work of the House. Individual Board members have taken responsibility for ensuring the delivery of certain cross-cutting objectives: for example, the Director General, Chamber and Committee Services has responsibility for business continuity; the Director General, Resources is championing change following the Tebbit Review and improving corporate capability; and the Director General, Information Services has overseen the delivery of the new Members' Centre. |
| 22 | Co-ordinating and cross-cutting groups should be reviewed with the objective of reducing their number and maintaining control over growth in future. | Para 119 | Accepted. The Office of the Chief Executive will conduct a review of these groups on behalf of the Management Board. | Achieved. The role of co-ordinating and cross-cutting groups has been reviewed, on the principle that they should exist only if they contribute significantly to effective delivery of services. The review has resulted in the numbers of second-tier management groups, groups reporting to them, and other groups reporting to the Management Board or its chairmen being halved. The composition of the remaining groups has been reviewed to ensure that they reflect responsibilities within the new departmental structure. |

Financial Management

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| 23 | DFA should be strengthened, including by the addition of a management accountant, either by redeployment of staff currently in departments or by additional external recruitment. | Para 133 | Accepted. | Achieved. The Department of Resources (formerly DFA) finance team has been strengthened through a series of appointments including a Corporate Accountant and Systems Accountant. |
| 24 | Existing financial delegation should be amended to give the Director of Finance and Administration and his senior staff greater control over finance staff in departments, in terms of performance, professional development and deployment. | Para 133 | See below. | <p>The Management Board has agreed in principle with the recommendations of the working group on remodelling of HR, finance and procurement. The Director of Financial Management will be responsible for co-ordinating finance policy making across the House and for the professional development of all finance staff in the House.</p> <p><i>Target: New financial structure operational at the beginning of April 2009.</i></p> <p><u>UPDATE</u></p> <p><i>The Management Board agreed to DG Resources assuming professional finance responsibility, while direct line management is retained within the parent department.</i></p> <p><i>Generic roles and competences for finance posts have been agreed. A skills audit, to inform the further development of training, will be completed by end May 2009. Staff development and succession planning is being taken forward alongside the workforce planning project.</i></p> |

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| 25 | Finance staff in Departments should have a reporting line to the Department of Finance and Administration, as second reporting or countersigning officers for the reports of Departmental finance staff. | Para 133 | Recs 24 and 25 accepted in principle. Following on from implementation of Recs 18-21 the DG Resources has begun a review of the organisation of finance and procurement that will address the issues raised in these recommendations. | The Management Board agreed in December 2007 that finance would be matrix-managed by the relevant departments and the Director General, Resources. Line management will be undertaken by the relevant department. <i>Target: As above.</i> <u>UPDATE</u> <i>As above</i> |
| 26 | The Management Board should conduct a budgetary exercise, led by the Director of Finance and Administration, under which each department would be required to present its plans to the Finance and Services Committee on the basis of alternative funding assumptions, to inform decisions on future financial allocations. | Para 138 | Recommendation accepted in principle. Dependent on re-establishing reliable budgetary baselines. Once the new departments have bedded in, the DG Resources and OCE will bring to the Commission proposals for implementing this recommendation. | A budgetary exercise on the basis of alternative funding assumptions was conducted by the Management Board over the summer of 2008, with the aim of ensuring value for money and efficiency. A number of financial options were put before the Finance and Services Committee in November 2008 to assist it in making its recommendations to the Commission on the level of the Administration Estimate. <u>UPDATE</u> <i>It is planned to do similarly in 2009, but additionally to present emerging options to the Finance and Services Committee in July.</i> |

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| 27 | <p>The emphasis of the effort to improve the House's procurement activity as a whole should be on building the expertise of contracts managers in Departments to ensure through life value for money is achieved, and accountability for delivering it pinned down, rather than focus predominantly on initial purchase costs.</p> | Para 146 | <p>Recommendation accepted in principle. DG Resources has begun a review of the organisation of procurement and contract management, with the aim of making the best use of the House's procurement expertise.</p> | <p>A Commercial Directorate to be established within the Department of Resources will include the staff of the current Central Procurement Office, the procurement team and contracts and performance manager from the former Serjeant's Finance Unit (SFU) and the contracts letting manager from the Estates Directorate in the Department of Facilities. A Commercial Director has been appointed to increase the assurance that procurement activities within the House are compliant and achieving value for money.</p> <p><i>Target: New commercial structure operational by February 2009. Further milestones will be agreed with the Commercial Director, who is due to take up the post in January 2009.</i></p> <p><u>UPDATE</u></p> <p><i>A unified Commercial Directorate was formed in January 2009. Policies covering Procurement activities were submitted to the Management Board for the May meeting. Updated Procurement handbooks and desktop reference guides will be published on the Intranet in May. Training is being updated to be completed in mid May.</i></p> <p><i>The Directorate is in the process of moving to a Transactional and Professional services model. This will enable a focus on contract management throughout the life of the contract.</i></p> <p><i>A new e-procurement tool will be deployed within Parliament shortly. A consolidated parliamentary contracts register is to be published on both intra and internet and will support use of Corporate contracts and frameworks, ensuring value for money and visibility of aggregation opportunities</i></p> |
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Human Resources

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| 28 | <p>The delegated model in respect of HR functions should be reconsidered, with a view to strengthening strategic and corporate HR functions and removing duplication and diseconomies in the present system.</p> | Para 156 | <p>Recommendation accepted in principle. DG Resources has begun a review of the organisation of HR (including learning and development) that will address the issues raised in this recommendation.</p> | <p>The Management Board has agreed in principle with the recommendations of the working group on remodelling HR, finance and procurement, which reported in April 2008. The respective roles of the central HRM&D and HR personnel in Departments will be clarified, and professional management from the centre strengthened. The revised structure has been agreed, and appointments to top-level posts will have been completed by December 2008.</p> <p>Target: New HR structure operational at the beginning of April 2009.</p> <p><u>UPDATE</u></p> <p><i>The revised structure for HR across the House, which clarifies the respective roles of the central HRM&D and HR personnel in Departments, and strengthens the professional management from the centre has been put in place from the beginning of April 2009.</i></p> <p><i>New guidance to line managers has been published, and training provided.</i></p> <p><i>Recruitment functions have been completely revised and a new central provision put in place from April 2009.</i></p> |
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| 29 | A scheme should be introduced to identify and develop internal talent on a House-wide basis, administered by central HR. | Para 156 | Recommendation accepted. Steps have already been taken to encourage more cross-departmental careers (in both numbers and variety). For example, a new internal transfer scheme was launched in November 2007. DG Resources will also bring forward proposals for managing the careers of senior staff on a House-wide basis, with the aim of making the best use of the extensive skills and talents available. | A project team is being established, under the sponsorship of the Director General of Resources, to define and get agreement for a career management development policy for senior House staff. <u>UPDATE</u> <i>Discussions with the Management Board and some other senior staff are taking place with a view to agreeing a framework later in the year.</i> |
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| 30 | The Management Board should include a professionally qualified Director of Human Resources. | Para 157 | DG Resources will be responsible for both HR and finance matters at Board level. He is advised by a professionally qualified Director of Human Resources Management. | — |
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Estates and Works

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| 31 | The Estates and Works Services Directorates should be reintegrated under one Director who would provide overall leadership and ensure coherence, consistency, team working, professionalism and delivery. | Para 169 i | Recommendation accepted and fast tracked. | The Works and Estates Directorates merged on 1 January 2008. Under an externally recruited Parliamentary Director of Estates, integration of the Directorates was completed in September 2008. |
| 32 | A Programme Office should be set up, the functions of which should be worked up in the light of the external adviser's recommendations. | Para 169 iii | Recommendation accepted. The re-merged directorate will include a programming and planning function, the head of which will report directly to the Parliamentary Director of Estates. | <i>A Programme Office is now operating under the Head of Programme and Planning to provide reports on the progress of projects across the Estate and a basic level of co-ordination between projects. A number of further improvements are already well-advanced, including enhancement of risk management procedures, establishment of a 25 Year Plan of works and the implementation of an enterprise project management system. All of these are due to be completed in Q1 2009/10.</i> |

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| <p>33</p> | <p>Ownership of the Estates/Works budget and ownership of the Estate strategy should be pinned down clearly so that financial authority and operational responsibilities are fully aligned.</p> | <p>Para 169 v</p> | <p>Recommendation accepted. It is proposed that, once the Parliamentary Director of Estates is in post, the responsibilities of the post and the associated finance delegations are incorporated in a formal delegation from the DG Facilities.</p> | <p>The Estates budget will be delegated to the Parliamentary Director of Estates by the Director General, Facilities and Black Rod. The Director in turn will delegate budgets and responsibilities for managing them to group heads.</p> <p>Revised delegations will be agreed as part of the wider project to revise the Resource Framework over the winter (see Recommendation 37).</p> <p><u>UPDATE</u></p> <p><i>Delegations within Facilities have been agreed for the group heads. Further revisions to delegations are expected when the Resource Framework is updated.</i></p> |
| <p>34</p> | <p>The SFU should remain outside the new combined Directorate, as a separate organisation reporting to the Serjeant at Arms: facilitating the works programme in general; assisting the Serjeant at Arms in financial control and governance; and providing the necessary transparency and separation of duties.</p> | <p>Para 169 vi</p> | <p>See below.</p> | <p>See below.</p> |
| <p>35</p> | <p>The SFU should be strengthened beyond its existing advisory function.</p> | <p>Para 169 vii</p> | <p>Recs 34&35 accepted in principle. Most of the functions of the Serjeant's Finance Unit are being incorporated into a new finance unit within the Department of Facilities. This will be separate from the Parliamentary Directorate of Estates, and the head of the finance unit will report directly to the DG Facilities. A broader review of business case procedures is currently being undertaken and will take account of these recommendations.</p> | <p>Facilities Finance (comprising the former Serjeant's Finance Unit, the Estates/Accommodation finance team and the Catering and Retail Services finance team) operates outside Estates and reports direct to the Director General, Facilities. The financial control role of the Director, Facilities Finance has been strengthened.</p> <p>The recommendations of the review of business cases are being implemented and will form part of the revised Resource Framework.</p> <p><u>UPDATE</u></p> <p><i>The recommendation is fully implemented. The revised Resource Framework is expected to be agreed shortly.</i></p> |

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| 36 | Levels of delegation for works expenditure should be reviewed and harmonised as between the HOC and HOL to facilitate synchronisation of decision making on joint projects. | Para 169 viii | See below. | <p>The delegation limits were harmonised in 2007.</p> <p><u>UPDATE</u></p> <p><i>The delegation limits were harmonised between the Commons and Lords in 2007. These will be reviewed alongside the other delegations within the revised Resource Framework prior to the summer recess 2009.</i></p> |
| 37 | The Resource Framework guidance should be revised in respect of project approval processes, with clarification of what constitute `works`, `leases`, `consultancy` etc. | Para 169 ix | Recommendations 36 & 37 are accepted, and work is in progress. | <p>The Resource Framework is currently being updated.</p> <p>Target: Revised Resource Framework by end 2008.</p> <p><u>UPDATE</u></p> <p><i>The business case section of the revised Resource Framework has been agreed with the Lords and will be launched in June 2009.</i></p> |
| 38 | Training of project managers should be given higher priority; greater reliance on bringing in project managers from the private sector may be required. | Para 169 x | Recommendation accepted. Actions to strengthen project management capacity are already in hand, with the aim of creating a pool of experienced internal project managers for the longer term. In the short term, experienced external project managers will be required and part of their duties will include mentoring internal staff. | <p>External project managers have been brought in as necessary on Estates works on a project-by-project basis.</p> <p>Workshops have been held with an external facilitator to develop the project leader roles within the unified Directorate and a clearer understanding of the needs of existing staff. The outputs are now being combined into an organisational development plan for the Directorate which will be submitted as a business case.</p> <p>Target: Business case on organisational development – December 2008.</p> <p><u>UPDATE</u></p> <p><i>The approach of employing external project managers on estates projects continues and key roles within the new organisation have now been filled with individuals who have external project management experience (including Head of Programme and Planning and Deputy Director/ Head of Projects roles). In addition, the PED Development Programme will be continuing to develop internal project management skills and tools.</i></p> |

Connecting Parliament with the Public

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| 39 | <p>The House should endorse the Administration Committee's proposals for a dedicated space for learning.</p> | Para 188 | <p>Administration Committee agreed that a fuller feasibility study should be carried out on one of the options it considered.</p> | <p><i>Proposals for an Education Centre based on the Lower Secretaries' Floor were recommended by the Administration Committee in May 2008.</i></p> <p><i>Proposals for alternative accommodation in No 1 Derby Gate and the Upper Committee Corridors for the Member's staff who would be displaced were also recommended by the Committee at the same meeting. The Management Board has now accepted proposals to move the staff from Derby Gate which will allow it to be converted for the use of Members and their staff. The Education Centre would form the final phase of the sequence of projects with a projected completion date in 2013.</i></p> |
| 40 | <p>The Parliamentary website and the internet generally should be regarded as a key element in fostering close connections between Parliament and the public, and crucially the younger generation, and should be developed and funded accordingly as a priority.</p> | Para 196 | <p>Recommendation accepted. The key role of the website in connecting with the public is recognised and underpins recent work to improve the site. Appropriate funding will be provided.</p> | <p><i>Parliament's website continues to be a key channel for communication and engagement. Recent developments include the launch of the new information structure and design of parliament.uk, a new and improved Find Your MP service and a new topical issues section on the website. Procurement is well advanced for new search and content management tools for both website and intranet and it is anticipated contracts will be in place for both by early June. Significant changes to the intranet will also be rolled out in June which make information easier to find and focus on tasks. Improvements to presentation of bills and Hansard are also on track for later this year as well as further development of the topical issues section to incorporate more parliamentary information.</i></p> <p><i>Funding for 2009/10 has been agreed while funding for following years is under consideration.</i></p> |

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| 41 | GIP should remain the official-led organisation responsible for developing policy and programmes in this area, but should be given a stronger executive role under the chairmanship of the Director of Information and Communications, mandated by the Management Boards of both Houses and allocated a budget for this purpose. | Para 202 | Recommendation accepted in principle. GIP will advise the DG IS on the development of policy and programmes. | <p>Following the realignment of departments on 1 January 2008, most of the House's public-facing services, and their associated budgets, now sit within the Department of Information Services. GIP continues to co-ordinate policy in this area.</p> <p>In line with the recommendation, a budget for developing policy and programmes for engaging with the public, including exhibitions, was included in the overall DIS budget agreed in April 2009.</p> |
| 42 | The House Service should actively support Members in making best use of the Communications Allowance, facilitating where possible savings in joint procurement of capital equipment and top-of-the-line software for publishing hard copy newsletters as well as the design of modern interactive websites. | Para 206 | Recommendation is noted and will be taken into account when the operation of the Allowance is reviewed by the Members Estimate Committee. | <p>Seminars for Members and their staff on use of the Stationery Provision and Communications Allowance were held in March 2008. Following changes agreed by the House on 3 July 2008, new arrangements will be implemented on 1 April 2009. Plans are being developed by the Department of Resources to ensure that Members receive an improved advisory and guidance service.</p> <p><u>UPDATE</u></p> <p><i>Further consideration is needed by the Committee on Members' Allowances. Advice has been given where possible.</i></p> |

Service Delivery

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| 43 | The Clerk of the House should delegate authority to one or more principal deputies to take on more of the task of running the Clerk's Department. | Para 217 | Recommendation accepted in principle. As part of the implementation of recommendations 18-21, the Clerk Assistant has been designated as the Director General of Chamber and Committee Services. | The Clerk Assistant is a member of the Management Board, representing the Department of Chamber and Committee Services (DCCS). He leads the work on departmental changes and chairs the Department's operational meetings. |
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| 44 | Closer working between the Clerk's Department and the Library in support of select committees should be developed further. | Para 217 | Recommendation accepted. A project is under way to develop a new staffing model for the House's researchers and policy analysts that will provide a better and more flexible service to committees and individual Members. | <p>A review of Select Committee resources was conducted in 2007. The DCCS Committee Office senior management team now includes the Director of Research, Department of Information Services (DIS). In supporting Select Committees, the aim is to take an increasingly flexible approach to staffing which ensures that Select Committees get the specialist support that they need. Named primary contacts in the two departments have the task of promoting better mutual understanding and use of resources.</p> <p><u>UPDATE</u></p> <p><i>As part of wider relocation activity on the Parliamentary Estate, it has been decided that DIS staff currently accommodated in Derby Gate will be moved to 7 Millbank actively to encourage closer working with the Committee Office in the Department of Chamber and Committee Services.</i></p> |
| 45 | The broader issue of a more proactive House service, to facilitate services to Members and consider the provision of new services, should be examined, in terms of both style and content. This may be a suitable issue for the Management Board. | Para 217 | Recommendation accepted in principle. The new, more integrated, business planning system referred to under recommendation 14, combined with a performance management system, should provide a framework within which the Board and departments can review the services provided to Members, and consider how they might be developed and enhanced. The Board will continue to consult the Administration Committee and Members more generally through, amongst other mechanisms, the proposed rolling surveys, to ensure that the House Service is aware of Members' views on services and of their evolving needs. | <p>The Management Board has emphasised that the prime objective of the restructuring of House Departments was to deliver better services to Members and their staff. This message has been reinforced through a series of staff meetings and other means of communication and is the focus of the corporate business planning process. The development of a Members' Centre in Portcullis House, enabling Members and their staff to access services from House Departments, is one manifestation of the work that the House Service is doing to improve services.</p> |

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| 46 | The Library should continue to shift resources from areas where demand is lessening to those where demand is growing, based on a developing cost-effectiveness programme. | Para 221 | Accepted. | <p><i>The business plan for DIS identified a number of initiatives intended to fulfil this objective. All posts falling vacant within DIS were reviewed, in order to ensure that options to redeploy staff resources were identified and considered. This has, for example, enabled the Department to provide the reception staff for the Members' Centre from within existing staff budgets. Since April 2008 reviews have been completed on reading room services, legislative briefing, oral briefing and POST.</i></p> <p><i>The business plan for 2009/10 includes an evaluation of resource allocation, and the way that decisions are made. This will help to ensure both that resources are being focused on key priorities; and that line managers have the capacity to take on new responsibilities arising from the implementation of the remodelling programme.</i></p> |
| 47 | The Library should review the prospects for more joint working with the HOL Library. | Para 222 | Accepted. The Librarians of the two Houses will establish a working party tasked with making recommendations on further joint working during 2008/09. | <p><i>The review conducted by the two Libraries to highlight areas for further co-operation has now been completed.</i></p> |
| 48 | The Editor of the Official Report should review the means by which Members are given the opportunity to check the texts of their speeches prior to publication. | Para 224 | Accepted. Members can now request that the Hansard text of a speech is emailed to their parliamentary account for pre-publication checking. This facility is available for "timed" speeches in the Chamber and in Westminster Hall other than those made in the Adjournment debate at the end of the day. | <p>Achieved. Members can request that the Hansard text of a speech made in the Chamber or Westminster Hall is emailed to them for pre-publication checking.</p> |

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| 49 | A client relations group should be established within the Serjeant at Arms department to provide a more responsive and integrated service to Members for accommodation and facilities, including a `one-stop shop` service. It should be achieved by internal redeployment of staff and headed by a senior manager dedicated to this Member-facing role. | Para 234 | Recommendations 49 & 50 accepted in principle. The new Department of Facilities will incorporate a client relations function whose head will report to the DG Facilities. Consideration will be given as to how this concept can be extended to provide a `one-stop shop` covering a broad range of House services. | A Members' Centre in Portcullis House opened in July 2008; its aim is to enable Members and their staff to access conveniently a range of services from House Departments. |
| 50 | The head of the client relations group would underpin the role of the Serjeant at Arms as facilities Director at Management Board level, which will be crucial in ensuring that a positive engagement with Members' day-to-day requirements is drawn upon to inform corporate planning. | Para 235 | See above. | The Director General of Facilities has overall responsibility for improving facilities for Members and their staff. A variety of initiatives are in place to develop better services, including the appointment of area champions to monitor service needs and delivery and to support front-line staff. These initiatives, and others, form part of the Facilities Transformation Programme which is to be launched on 6 May 09. |
| 51 | Improved on-line information should be provided to Members about their allowances and expenditure, subject to the outcome of a feasibility study. | Para 245 | Recommendation accepted. A feasibility study has been conducted and the Advisory Panel on Members Allowances has been consulted on the outcome. A business case for the development of a system to provide this on-line information is being prepared. | A scoping study was undertaken in 2007 to assess the level of interest among Members and what services could be provided with the current version of HAIS. The first phase will be to give Members on-line access to up-to-date information on their current level of spend against the allowances. The work will be piloted in early 2009. A business case has been prepared. Target: Pilot project – by early 2009. <u>UPDATE</u> <i>The work has progressed; a prototype will be presented to MAC in June. If agreed by the committee, the pilot will run until the end of 2009.</i> |

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| 52 | Benchmarking of catering services should be conducted thoroughly in the interests of quality and value for money. | Para 245 | Recommendation accepted. An initial benchmarking exercise has already been undertaken, and the results reported to the Administration Committee. The results are being used to underpin development of a new catering strategy. Benchmarking will continue to be used to assess the performance of catering services and inform planning and decision making. | A benchmarking regime was agreed with the Administration Committee during 2008-09 and benchmarking was carried out for all key catering services. Results of the survey were used by the Finance and Services Committee to inform decisions about the catering and retail pricing strategy and subsidy level with effect from April 2009. |
| 53 | The Cabinet Office Independent Reviewer for Information Assurance should be invited to conduct a health check of Parliamentary IT plans and delivery. | Para 260 | Recommendation accepted in principle. A health check of Parliamentary IT plans and delivery will be conducted during 2008. The Cabinet Office Independent Reviewer is advising on the conduct of this health check. | Following consultation with the Cabinet Office, a health check of PICT performance against relevant external benchmarks was conducted by external reviewers John Yard Associates. The health check paid particular attention to customer service, delivery against plans, and governance. The Joint Business Systems Board considered the report and proposed a range of actions, including a follow-up to the health check. <u>UPDATE</u> <i>John Yard has been invited to carry out a follow-up to the health check in summer 2009.</i> |
| 54 | The rolling surveys of Members' satisfaction should also seek the views of a representative cross-section of Members' staff. | Para 264 | Recommendation accepted. | The Administration Committee has agreed that the regular survey of Members should include a sample of Members' staff. <i>Target: Next survey by June 2009.</i> <u>UPDATE</u> <i>It would be difficult to identify a 'representative' cross-section of Members' staff from the payroll data held centrally, and a sample-based approach could risk causing bad feeling amongst those not surveyed. As the survey of services will be annual rather than, say, quarterly, the risk of survey fatigue is reduced. It was concluded that it would be better to include all Members' staff in the survey, which was launched at the end of April.</i> |

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| 55 | The possibility of providing more services jointly with the HOL should be explored, in the interests of efficiency with a view to the eventual establishment of more joint Departments | Para 272 | Recommendation accepted in principle. While specific proposals would be considered on their merit, active exploration of options would be better undertaken once the current re-organisation of the House departments is completed. | PICT became a Joint Department on 1 April 2008 under the Parliament (Joint Departments) Act 2007. This will provide both Houses with the opportunity to assess how this new model for co-operation works in practice before considering the establishment of further Joint Departments. Meanwhile, the Services of the two Houses co-operate closely on a wide range of Parliament-wide issues. A range of specialist units and activities — including the newly merged Parliamentary Estates Directorate, Occupational Health, Safety and Welfare Service, Parliamentary Archives, Education Service, Visitor Services and security — continue to serve both Houses. |
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Grants to Inter-parliamentary Bodies

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| 56 | The House of Commons Commission should take over responsibility for making grants-in-aid to the four inter-parliamentary bodies. | Para 275 | In December 2007 the Commission agreed in principle to take on responsibility for making grants-in-aid to the four inter-parliamentary bodies from April 2008. Effective mechanisms for managing this new relationship will need to be put in place. Under a grant-in-aid arrangement, the staff of the four groups would not become staff of the House. | At its meeting on 27 March 2008 the Finance and Services Committee approved the financial memoranda agreed with the four inter-parliamentary groups in relation to the payment of grants-in-aid from the 2008/09 financial year. The House of Lords approved a House Committee recommendation for similar arrangements in the House of Lords. |
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