

## Management Board

### Tebbit change review 2010 – initial options

*Paper by the Head of the Office of the Chief Executive*

#### Purpose

1. This paper is to present initial options for an internal review of the impact of the Tebbit change programme in 2010 and to invite the Board to inform the scope and approach of this review.

#### Actions for the Management Board

2. The Board is invited to:
  - 2.1 Consider the proposed approach to the review;
  - 2.2 Agree the timing of the review; and
  - 2.3 Agree to the proposed next steps.

#### Consultation

3. Preliminary consultation with members of the Tebbit review team only.

#### Introduction

4. At the November 2008 Management Board meeting, it was agreed that there should be a full internal review in 2010 of the impact of the changes resulting from the Tebbit recommendations. **(MB2008.DMIN.10)**. The Change Coordinator's paper stated that

“By April 2009 most of the mechanisms to meet the Tebbit recommendations should be in place. 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. Delivering results will take some time, and it will be important to ensure that the measures that have been taken are effective.” **(MB2008.P.90)**

5. The review will provide an opportunity to demonstrate the benefits of the benefits of the post-Tebbit reforms and departmental restructuring to House staff and the Member community.
6. In preparation for a review exercise it will be necessary to begin the following work soon:
  1. Defining the impacts and benefits that the ‘Tebbit’ changes were designed to deliver;
  2. Establishing how these impacts and benefits will be measured; and

3. Defining the sources of information that are, or will be, available to the review.

### Scope

7. It would be helpful to have the Board's views on the following:
  - 7.1 Is this to be a purely internal review?
  - 7.2 Should the review be coordinated by the Office of the Chief Executive, or should another senior manager be appointed to lead this?
  - 7.3 What is the scope of the review? Not only the Tebbit recommendations and their associated actions and outcomes, but also departmental restructuring?
  - 7.4 Should PICT be included within the review?
  - 7.5 What is the required output? A single report of the review's findings to be presented to the Board at the end of the review; and repurposed as appropriate to suit multiple, secondary audiences (e.g. HoC Commission, Members and their staff, staff of the House).

### Possible approach

8. It is proposed that the review use the 52-point list of Tebbit recommendations and the actions taken against them as a basis for describing the **impacts** of change, but also take into account post-Tebbit restructuring.
9. In addition, the review would measure the **benefits** resulting from the actions taken as a result of the Tebbit recommendations. We have never had an explicit statement listing the expected benefits of change and how they would be measured or demonstrated, so it is suggested that we seek to define a manageable list of benefits at the earliest possible stage. As an example, the expected benefits of change were made clear in the programme's communications to staff in 'Tebbit – the way forward' (October 2007):

#### **Why?**

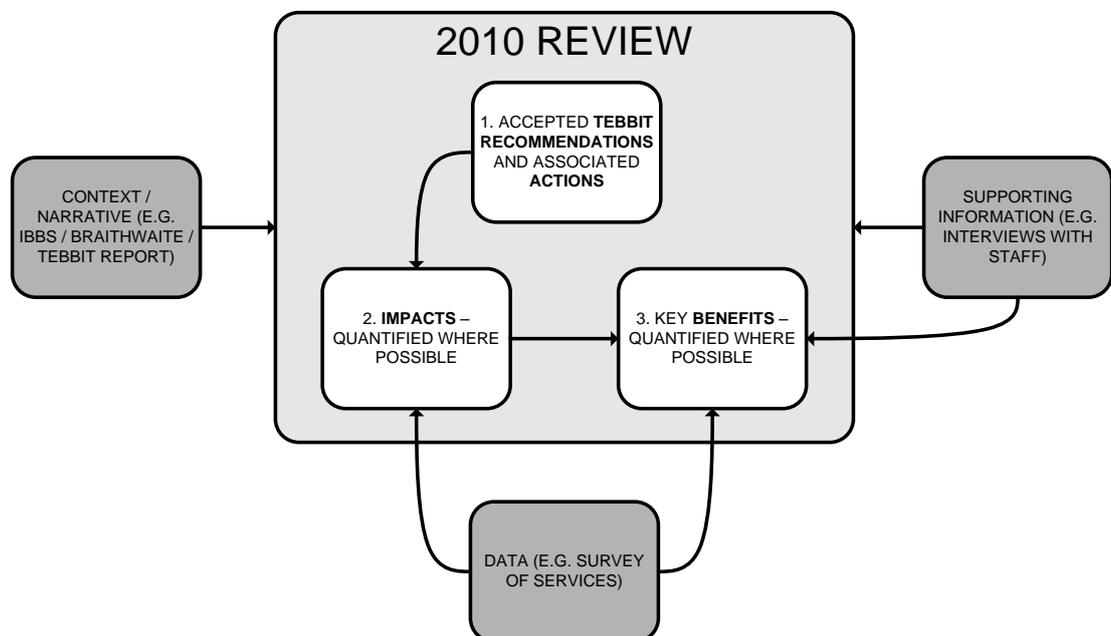
- *Natural next step from Ibbs, Braithwaite and Tebbit*
- *Will foster **better management** and **greater innovation**, resulting in **better services for Members and others***
- *Members' demands*
- *Reputation*
- *We control what we do/change*
- *Offers **more opportunities, richer work experience***

So for example, the review could take the following benefits and define how they will be measured:

1. *Better management*
2. *Greater innovation*
3. *Better services for Members*
4. *Better services for others*
5. *More opportunities for staff*
6. *'Richer'<sup>1</sup> work experience*

These benefits will be linked to the actions taken as a result of the Tebbit recommendations and their resulting impacts.

10. A simple diagram of a possible approach to the review is below:



11. Key sources of information:

- Members' survey of services 2007, 2009 (and possibly 2010)
- Staff survey June 2009 (and possibly 2010)
- Investors in People review (November and possible health-check / follow-up review spring 2010)
- Interviews with key staff of the House – i.e. those most closely involved in the Tebbit implementation
- Outputs from the Balanced Scorecard
- HR information relating to movement of staff and 'opportunities'

Background information:

- Tebbit report (and associated material)
- Braithwaite report (and associated material)

<sup>1</sup> The notion of a 'richer' work experience would require further definition.

- Ibbs report (and associated material)

Supporting information:

- Interviews with staff of the House
- Interviews with Members
- Interviews with Members' staff

### Timing

12. The planning assumption has been that the review will begin in July 2010, i.e. 3 years after the Tebbit review. The review would then report back to the Management Board in the autumn. However:
  - The timing of the next General Election is uncertain. Is it better to complete the review within the current Parliament or would it be better to wait until the new Parliament is established?
  - Should we aim to complete the review earlier in 2010 in order to inform the development of the new strategic plan?

### Issues, risks and dependencies

13. The main issue at present is the lack of an established data-set from 2006/2007 onwards for comparison. There is a risk that this will constrain the scope of the review, and may lead to an over-reliance on anecdotal evidence.
14. There is a risk that the timing of the General Election may limit the availability of key sources of information for the review – e.g. the 2010 survey of services may be later in the year than the April/May 2009 survey.
15. There is a risk that, unless clear and unified direction is given by the Board, the scope of the review will become too broad to manage given existing resource levels.
16. If the date of the review is brought forward to earlier in 2010 due to timing constraints (see paragraph 12), there is a risk that there will have been insufficient time for changes to fully bed down and for benefits to be realised, leading to the overall quality of the information being diminished.
17. There is a risk that current events will precipitate pressure for a more radical review of the governance of the House.
18. The review must be closely aligned with work on the Balanced Scorecard, survey of Members services and the staff survey. In addition, it is expected that the approach to the review can be informed by the HR remodelling programme, in the sense that its benefits realisation model is well defined.

19. The review must be closely aligned with the development of the next strategic plan.

**Member involvement**

20. In addition to taking into account the results of the 2009 and 2010 survey of services for Members, it is anticipated that the Board will want at least some Members to be consulted as part of the review.

**Resource**

21. It may be necessary to provide additional, temporary resource to staff the review.
22. There is the option of using third party consultancy during preparatory work in order to provide a 'best practice' perspective on benefits realisation process and techniques. Such a consultancy would not engage with the specifics of the review, but rather inform the approach.

**Next steps**

23. Subject to the Board's views on the above, it is suggested that the next step is for the OCE to define a manageable list of expected benefits from the 'Tebbit' change, stating how they might best be measured.

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