

**Minutes of the Management Board meeting
held on Wednesday 14 September 2011**

Those present: Sir Malcolm Jack KCB (Chief Executive) (Chairman) (for items 1-10)
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 HR and Change)
Myfanwy Barrett (Director of Finance)
Joan Miller (Director of PICT, external member)
Alex Jablonowski (external member)

In attendance: David Natzler (Director General designate of Chamber and Committee Services) (for items 1-6)
Matthew Hamlyn (Board Secretary)
Gosia McBride (Assistant Secretary)
Elizabeth Honer (Director of Savings, for item 5)
Philippa Helme (Senior staffing review leader, for item 6)
Heather Bryson (Director of HR Services, for items 6 to 9)
Janet Rissen (Director of Business Management and Development, for item 10)

1. Matters arising from previous meetings

- 1.1. The **Chairman** welcomed David Natzler to the meeting.
- 1.2. **Matthew Hamlyn** said that most actions were complete or covered by agenda items or future meetings.

2. Performance and Risk

- 2.1. The Board considered the Performance and Risk Report. It noted that there were no Board level risks or programmes and projects with a red status and discussed progress on the HAIS Renewal programme. The Board **agreed** that the recall of the House of Commons had been successfully managed and praised the efforts of staff across the House Service who had been involved.
- 2.2. **Andrew Walker** explained that the return rate for PDMs had now improved. The Board **agreed** to draw a line under the data and report that as the final figure in the performance dashboard. The Board noted that performance dashboards would from now on be published after the meeting to which they related, with the other Board papers.

2.3. *Action: OCE to include latest returns for PDMs in published performance dashboard.*

2.4. The Board considered the 2011/12 Budget Forecast Outturn Report and the finance “flash” report for August 2011.

3. Oral updates from Directors General

3.1. **Joan Miller** reported that PICT had completed a feasibility study of Cloud computing. The conclusions would now be widely tested and PICTAB would consider the outcome.

3.2. **Myfanwy Barrett** reported that the Members Estimate Audit Committee was meeting the following day to finalise the accounts. The plan was to lay the accounts as soon as the House returned from the conference recess.

3.3. **John Borley** told the Board that the Commission had now agreed a response to the Administration Committee’s catering inquiry, based on Board advice, so he was able to proceed with the planned savings. The Commission had also approved the paper on the Strategic Property Review. The Offsite Consolidation Centre project was now moving into normal business. There was interest from other potential users, which would help reduce running costs.

3.4. **Robert Rogers** reported on Paul Evans’ promotion to Clerk of the Table Office and consequential moves within DCCS, including the saving of one SCS1A post.

3.5. The **Chairman** thanked Board members for their support during his period in office. The Board thanked the Chairman and wished him a very happy retirement.

4. Medium Term Investment Plan/Business Case Approval Process

4.1. The Board considered and discussed the two elements of the Medium Term Investment Plan (MTIP) 2012-13 to 2015-16 and Business Case Approval Process paper. The Board:

- noted that more work would be done on the portfolio areas in the MTIP, but **endorsed** the overall approach in the plan;
- **considered** the principles behind the proposed changes to the business case approval process, while noting that the Director of Finance would hold further discussions with House of Lords colleagues over issues relating to governance structure and thresholds;

- **agreed** that the joint meeting on 2 November should focus on the MTIP to give more time for discussion with the Lords on the business case approval process.

4.2. Action: Board Secretariat to inform Lords Management Board Secretariat of proposed approach to joint meeting on 2 November.

5. Savings programme: consultation

5.1. The Board considered the draft consultation document and covering paper. The Board **agreed** that Elizabeth Honer should produce a revised draft by 26 September, which the Board should meet to discuss on 4 October.

5.2. The Board also **agreed** that:

- It was not practical to hold seminars for Members on individual strands as they would not have time to go to them all. It would be better to have seminars for Members on the savings programme as a whole.
- That there should be a dedicated event for Members' constituency staff.
- That consultation with House and PICT staff should be undertaken within departments.

5.3. Elizabeth Honer to produce revised consultation document by week beginning 26 September. OCE to set up meeting for the Board to consider the document on 4 October.

6. Senior staffing review

6.1. The Board thanked Philippa Helme for her work on the Senior Staff and Management Review and amended and **agreed** the report and Board response.

6.2. The Board **agreed** the proposed next steps set out in the paper, but noted that:

- the decisions had to be communicated to senior staff in good time before the senior leadership meeting on 7 October;
- that Philippa Helme should also be involved, in an advisory capacity, in monitoring progress in implementing the review.

7. Savings programme: HR mechanisms

7.1. The Board considered the paper on HR mechanisms and **agreed** that it should run another VES scheme in the current financial year.

7.2. Action: Director of HR Services to bring paper to October Board setting out proposals for new VES scheme.

8. 2011 Staff Survey

8.1. The Board considered the analysis of the 2011 Staff Survey report and **agreed**:

- the following four priority areas for corporate action: senior management, pay and benefits, equality and respect, and learning and development;
- that it should receive a further paper from DHRC on how to address those areas;
- that it was important to continue listening to staff during a period of change and that it should therefore tender for a new three year survey contract, albeit bearing in mind cost and value for money, and the need to consider more innovative approaches to surveying staff.

8.2. The Board noted the invitation to consider and take forward any necessary action within their departments. **Myfanwy Barrett** explained that she would be holding an all staff event in her department in early November to consider how to address its low scores.

8.3. The Board noted that free text comments in the survey would be published without information that identified the department of those making comments.

9. Annual report of people indicators

9.1. The Board welcomed the prototype of the first Annual Report of HR Information and noted that in future it would not be overly resource-intensive to produce. The Board **agreed** that the final version of the report should be published on the intranet and that a digest of that kind of information should be sent to the Board on a quarterly basis.

9.2. Action: *Director of HR Services to publish final annual report on the intranet. DHRC to send a digest of HR information to the Board on a quarterly basis.*

10. Leading for Parliament Selection Process

10.1. The Board considered the Leading for Parliament Selection Process paper and the recommended selection criteria. In discussion the following points were made:

- The programme would be a major time commitment for those taking part, which would also have a cost. It would be important to be realistic about the time commitment required from the beginning; it should be made clear to participants that some work would have to be done in their own time.
- The programme would require people to work on real projects. Those already working on projects might find it easier to find the time to participate in the programme.
- The Board and other senior leaders should participate in the programme to lead by example.
- The programme should focus on future talent. That was where the biggest return on investment lay. Many senior staff had already done the Ashridge SMDP programme.
- The Ashridge programme had made a very positive contribution to the House – particularly in terms of cross departmental working.
- Some staff employed for specialist professional skills might not need to participate.
- There was no point forcing people who did not want to participate to attend as that greatly reduced the value for others.
- The programme was designed to develop people on from the SMDP programme. It was aimed at SCS level although it should be open to Bands As or talented B1s with high potential.

10.2. The Board **agreed** that participation in the programme should be:

- strongly advised for staff at SCS2 and above, including the Board itself, and directors in all departments;
- strongly advised for senior staff in strategic House-wide roles;
- open to other staff at SCS, bands A and a limited number of exceptional B1s on the basis of commitment and ability;
- ringfenced for a number of under-represented groups;

and additionally that selection should be:

- by self-nomination or invitation;
- through submission of a business case (which would be assessed by WBS and their participation in the *PEARL diagnostic*, with participants demonstrating their potential to develop and lead change);
- simultaneous for all cohorts with a process for re-allocating places for leavers and new starters.

10.3. *Action: Janet Rissen to discuss final selection criteria with Board members for approval.*

11. Business and strategic planning

11.1. The **Chairman** apologised for having to leave the meeting early.
Robert Rogers took the chair.

11.2. The Board considered the Strategy and Business Planning paper and **agreed** that:

- rolling three year strategic plans would be preferable to annual corporate business plans;
- business and financial planning should be further integrated;
- it should hold a workshop in early November to consider the objectives and key milestones for 2012/13 and beyond;
- the workshop should also consider how the Board did its work, including what it would need to do to become a more direction-setting body.

11.3. *Action: OCE to find date for strategy and business planning workshop in early November.*

12. Any Other Business

12.1. There was no other business.

[adjourned at 18.25

Matthew Hamlyn
Secretary

Malcolm Jack
Chairman

September 2011