

Management Board
Tebbit Realignment Mechanisms

Tebbit Change Team

PURPOSE

1. This interim paper puts proposals to the Management Board on what is now required to coordinate the programme of change involved in achieving the effective realignment of the House of Commons Service under the departments of Chamber and Committee Services, Facilities, Information Services, and Resources.
2. Annexes A (Departments) and B (the cross-cutting work streams that were active in Phase One), attached, provide a brief summary of progress of the programme so far and identify next steps.
3. This information, together with additional consultation with senior managers and trade union representatives, will inform a further paper to be put to the Management Board on 21 February 2008, providing an overview of Phase Two (by 31 March 2008), Phase Three (work to be completed by the time the House rises for the Summer recess), and further phases beyond this.

Aims and Objectives

4. The programme will consider additional changes within departments, and across the House, where required, to better support the new organisational structure with the aim of:
 - improving our overall performance and standards of service;
 - delivering services more effectively;
 - creating a unified House service;
 - identifying performance measures;
 - identifying and mitigating risks associated with the move to the new structure.

Conclusions and Decisions

5. **The Board is asked to agree that:**
 - **while responsibility for delivery of change within departments should lie with departmental change teams, under the direction of Directors General, there is a continuing need for the change programme to be centrally coordinated; this can most appropriately done from within the OCE; it would provide helpful continuity if some elements of the change team continued to work in this role; and decisions on how this work should be taken forward, and by whom, should be made by the Head of the OCE, in consultation with members of the Board, as soon as possible;**
 - **the leaders of departmental change teams and cross-cutting work streams should meet regularly as a group and with the OCE to review**

progress, ensure coordination and share information and good practice;

- the Board should receive monthly progress reports from the OCE, with oral updates from Directors General as appropriate.

PHASE ONE - LESSONS LEARNED

6. It is too early to conduct a full review of lessons learned from Phase One. However, key points from Phase One, together with issues identified from the recent PICT experiences of change, have been incorporated in this paper.
7. **A full “lessons learned” exercise should be undertaken at a later date.**

PHASE TWO

Priorities

8. The team has identified a number of priorities, to be achieved by 31 March 2008, comprising changes that:
 - must be in place at the start of the new financial, and staff reporting, years;
 - support functions that, although they may appear trivial, impact on staffs' ability to operate effectively;
 - provide effective transition arrangements.
9. Financial, and staff reporting, issues include:
 - analysis of changes required to cost centres, and changes to allow management report generation in the new departments (all departments);
 - Finance teams to review revised budgets (to be issued towards the end of January) to allow sufficient time to make required changes to budget profiles, and gain the agreement of senior management involved (all departments);
 - a review of existing internal delegations and system permissions to identify where changes are required (Resources);
 - implementation of agreed changes to HAIS so that new departments can manage their budgets and staff (Resources).
10. Support functions include:
 - intra-departmental activity to achieve effective and efficient working in departments, and to reflect the new structures;
 - consideration of HR, Learning and Development, Finance, and Procurement support within the new “unified model”, agreed by the Management Board in December;
 - production of electronic and hard copy phone directories (PICT);
 - updating the Pass Office database (DCCS).
11. Transition arrangements include:
 - procedures for filling interim and acting posts (to be discussed with trade union representatives);
 - residual areas from Phase One – for instance FP4 (Resources and Facilities), Staff Review (Resources and OCE), and Health and Safety (Resources and Facilities).

OTHER ISSUES

Governance and Support Structure

12. Phase One was delivered through a mix of departmental change mechanisms, working with the Tebbit Change Team on realignment of the four departments, and cross-cutting work streams considering the support mechanisms required to take forward the four departmental structure.
13. The team believe that delivery of Phases Two and Three of the change programme should continue to be carried out at a local level as much as possible, under the direction of Directors General, and to involve managers and staff throughout the organisation. However, there is a requirement for this work to be coordinated centrally. This would provide:
 - central coordination, pulling together activities within departments, and across the organisation;
 - a point of contact for staff on central decision making;
 - assurance to the Management Board that the programme is being successfully delivered;
 - central liaison with the trade unions;
 - independent “friendly challenge”, and facilitation, particularly where staff with very different cultures and working patterns have come together.
14. Based on the experiences of the Tebbit Change Team during Phase One, and given the role envisaged for the OCE in the Tebbit Report, it is **recommended that this central resource operates from within the OCE** .
15. Although the central coordination role for future phases is different from the role of the Tebbit Change Team during Phase One, it is important to ensure a degree of continuity. **It is recommended that an early decision is made about the appointment of a central change coordinator.**

Departmental Change Teams and Cross-Cutting Work Streams

16. Departmental change activities have been summarised at Annex A, and activities undertaken within cross-cutting work streams summarised at Annex B. It is recommended that **the Management Board be provided with a monthly overview of progress up to the Summer Recess.**
17. During Phase One the four departments adopted different approaches. The on-going coordination of these activities is therefore essential. The annexes to this paper have been created independently of each other and illustrate these different approaches. It is recommended that **the leaders of the change teams meet frequently as a group, together with the OCE, to review progress and share information and good practice with each other.** There is a risk that, without effective coordination, departments might develop in different directions, with differences developing that were not justified by business need, and create new “super silos”.
18. It is recommended that there is a continuation of approach taken in Phase One, where the **responsibility for delivery of cross-cutting work streams is undertaken at the appropriate local level by experts in their field.**
19. Priority is being given to actions required to allow the new departments to effectively contribute within the new unified structure. Additional work streams

are likely to be identified by departments and should be assigned to staff as appropriate and added to the central programme.

20. It is recommended that **the leaders of the work streams meet regularly and frequently with the OCE to ensure clear understanding of the requirements, review progress, and raise any issues, and attend the departmental team leaders' meeting when required.**

Unified Delivery

21. Over and above the departmental activities there is a requirement to facilitate a more "unified" approach.
22. Some staff have expressed the view that, post 1 January 2008, "nothing has changed". If we do not establish new departmental ways of working early on then there is a real danger that the previous working practices will become entrenched.
23. It is therefore recommended that **priority be given to identifying benefits and achievements, and these are monitored and communicated regularly to the Board and staff.**
24. It is also recommended that thought be given to **early actions to provide organisational "glue" to reinforce a unified approach.** Some work is already being undertaken on this by the DG, Resources and OCE.

Staff Involvement and Trade Union consultation

25. At a recent cross cohort SMDP event senior managers expressed the view that they had not been able to contribute fully to Phase One. It is recommended **greater involvement and engagement of this group is achieved.** Corporate Learning and Development are setting up a working group of interested SMDP members to contribute to future phases of the change programme.
26. In addition it is **recommended that consideration be given to pilot projects within and between departments** to utilise the skills of those staff who have expressed a desire to improve services.

Trade Unions

27. Efforts are being made, at a central and departmental level, to improve relations with Trade Union representatives and engage them more effectively in the programme.
28. It is recommended that **measures to improve relations with the trade unions are continued at a local level, with coordination and additional consultation conducted centrally.**

Training and Support

29. Some managers and staff are keen to grasp the opportunities provided by the realignment and consider changes at a local level to increase efficiency and effectiveness and to promote customer service. However some feel they lack

the skills and competences to be able to do this, or do not feel empowered to take the initiative.

30. Corporate Learning and Development are setting up workshops for teams and departmental HR staff on managing change, and coaching and mentoring for individuals who will be expected to deliver change. Director General, Resources is considering further training and development requirements for senior staff to help and support them in the new roles expected of them.
31. It is recommended that **Corporate Learning and Development is asked to consider what additional support is required to help managers and staff.**

NEXT STEPS

32. The Tebbit Change Team will consult with senior management, trade unions, departmental and cross-cutting change leaders, relevant staff, the House of Lords, and PICT. The TCT will prepare a paper for the Management Board's meeting in February, setting out a timetable for Phase Two, and associated costs, and risks. The team will also provide an outline of the activities required during Phase Three and beyond.

ACTION

33. The Management Board are asked to agree the recommendations summarised in paragraph 5 of this paper.

Annex A - Chamber and Committee Services

Departmental Change Mechanism: Chamber and Committee Services

Terms of Reference: The Change team is invited to:

- Assess the implications of joining elements of the Clerks, Serjeant's and Official Report Departments into one new Department and to report thereon;
- Establish a plan for both the initial period and for the medium term to integrate HR, Finance, Procurement and Communications within the Department (which should then be capable of adaptation if the business partnership model is adopted);
- Consider the internal organisation of the new Department and to make recommendations within the structure agreed by the Commission; and taking account of decisions by the Management Board following recommendations of the Change Team in the Office of the Chief Executive;
- Consider the implications of the change for recruitment at different grades and for different specialists and to make proposals for circulation of staff with the Department;
- Establish a communications plan relating to the change programme;
- Make an interim report by 29 February 2008 and a further report by 17 July 2008.

Lead Staff: [s.40]

Achieved so far:

Change team work plan: phase 1 – mapping of common services in DCCS and proposals for reorganisation where appropriate; volunteers are looking at HR, learning and development, office services, accommodation, procurement, finance, internal communications, the intranet, business continuity and disaster recovery, external/international relations and inward parliamentary visits; report by 29 February 2008

Phase 2 – agree priorities, set up work streams as required, develop workable structures; report by 17 July 2008

Detailed planning is under way to separate the old SAA office into accommodation for the three Serjeants and support staff adjacent to the Chamber and the DG, Facilities and her team in the area nearer to Central Lobby; rearrangement of offices will start on 8 February so that any difficulties can be resolved during the low-risk period of the February recess

Simultaneously, work is in hand to clarify the division of responsibilities previously managed in the former SAA between the SAA Directorate of DCCS and the Facilities Department

Lessons Learned:

Establish change mechanisms and communication channels that reflect departmental cultures; share information; ensure that there is confidence in the delivery of services across all departments.

Actions remaining:	Priority (H/M/L) * H = by 31 March
See under Achievements section	

Support Required	By Whom
To be identified	

Annex A - Facilities

Departmental Change Mechanism: Facilities	
Terms of Reference: Reporting to the Facilities Management Board, the team will help achieve the changes necessary in building a new Facilities Department.	
Lead Staff: [s.40]	
Achieved so far:	
<p>Change Team formed including representation of all interested groups in SAA and RD</p> <p>Communications Plan drafted and adopted</p> <p>HR sub-team formed</p> <p>Finance teams from SAA and RD met for discussions</p> <p>Jill Pay acted as conduit to Tebbit Change Team</p> <p>[s.40] acted as conduit to DCCS Change Team</p> <p>Individuals encouraged to make suggestions by email, Have Your Say boxes and drop-in sessions</p> <p>Questions and Answers published</p> <p>SAA Management and Staff meeting held to explain the changes and introduce the acting DG</p> <p>Team workshops held to decide which functions should lie within the Facilities Department</p> <p>Interim Departmental Structure drafted</p> <p>Departmental Structure discussed with Tebbit Team</p> <p>Consideration given to the opportunity for improvements to service delivery e.g. in present SAA Ops area</p> <p>Consideration given to representations on Works of Art, Clock Tours, Health and Safety, Fire and Mail/Stationery</p> <p>All affected and concerned individuals and groups spoken to. Full list produced of all those who needed to be consulted before structure was published.</p> <p>Full list produced of Facilities department staff and addresses checked for welcome letter</p> <p>HR team liaison with DCCS HR Team to coordinate staff transferring.</p> <p>Welcome letters sent to all in the department.</p>	
Lessons Learned:	
<p>Tight deadlines helped</p> <p>Underestimation of strength of negative feeling</p> <p>Some key central communications were inaccurate causing unnecessary, additional upset</p> <p>Drop-in sessions not used as much as hoped and <i>Have Your Say</i> boxes used only in a few areas</p> <p>Don't forget IT issues such as changes to lists and on-line information</p> <p>Involving as many people as possible in the process, helped to ease process</p>	
Actions remaining:	Priority (H/M/L)
Produce paper to obtain Facilities senior management approval for terms of reference, guidance on the work to be done and membership of the team (e.g. skills based or	H

<p>representational).</p> <p>Set objectives and performance measures.</p> <p>Identify short, medium and long term workstreams required and oversee implementation.</p> <p>e.g.</p> <ul style="list-style-type: none"> • Conduct stakeholder exercise. • Learn from other in-house change groups. • Identify differences in culture and values • Identify sub-groups for workstreams • Harmonisation of terms and conditions across all parts of the new department • Draft job descriptions for people whose jobs have changed • Help to establish a role for the Client Relations Group • Help people who are affected by the process • Resolve Members' postage issues. • Contribute to resolution of issues around relationship between central and local Finance, HR and procurement. 	<p style="text-align: center;">M</p> <p>all workstreams 'M'</p>
Support Required	By Whom
<p>Telephone support may be required to allow staff whose roles/areas have changed to meet and discuss how to proceed</p>	<p>Ex-SAA front office</p>

Annex A – Information Services

Departmental Change Mechanism: Information Services

Terms of Reference: Reporting to the Department of Information Services directors, lead staff will ensure the delivery of the changes necessary in building a new Department of Information Services.

Lead Staff: None currently. The Tebbit Change Team is currently reporting to the Librarian and Director General, Information Services, and other senior DIS managers as required. A DIS steering group is planned, comprising DIS Director of Departmental Services (DEO) as the departmental change sponsor, supported by a DIS change manager (to be appointed), DIS HR manager (part-time, not yet in post), a representative of the DIS internal communications group, and other DIS staff as required

Achieved so far:

Management communications:

1. Librarian and Director General, Information Services wrote to all staff welcoming them to the new department on 7 January, spoke to all line managers who were being exported to other departments before the formal announcement regarding departmental realignment was made on 18 December, and spoke to all line managers who were being imported into DIS before Christmas.
2. DIS directors have spoken to teams being imported into the department. They have also met with the Director and staff of POST. Ongoing support is being provided by the DIS DEO and HR team to fill currently vacant positions, both in POST as well as in other teams imported into the department.

Management engagement:

3. DIS directors decided early on in the process to include a standing item on their weekly agenda to consider, in detail, the issues arising out of the departmental realignment proposals, and the subsequent decisions of the Management Board, to review the departmental issues log, and take any necessary decisions and further action. This arrangement will continue for the foreseeable future.
4. DIS senior management have begun to consider the main themes of a new departmental vision, mission statement, and key objectives. At their meeting on 7 January, DIS senior managers considered, among other issues:
 - the need for an interim departmental structure, pending the outcome of an internal review;
 - differential learning and development needs across the new department;
 - branding of products, particularly those using “House of Commons Library”;
 - accommodation and resource issues;
 - the implications of realignment on the department’s relationship with PICT;
 - review of the membership and role of the senior management team; and,
 - relations with, and services provided to, Members and their staff.

Human resources, finance, and contingency planning:

5. DIS DEO has issued guidance to all reporting officers that a full draft Annual Staff Report should be completed in cases where either the jobholder joined the department from an importing team, or the jobholder’s reporting officer changed on 1 January.
6. DIS DEO is reviewing the arrangements for departmental induction of new staff. Interim arrangements are in place for the induction event planned for February.
7. DIS DEO has arranged to individually meet line managers from teams imported into the department on 1 January.

8. DIS DEO (as departmental finance officer) is overseeing necessary changes to billing addresses and other invoicing arrangements to ensure consistency across the department, including subscriptions.
9. DIS DEO is considering the implications changes to recruitment standards across the department in requiring certain professional qualifications (e.g. curatorial qualifications for posts in the curatorial service, etc).
10. DIS DEO is reviewing arrangements for future departmental line managers' events.
11. DIS DEO is reviewing contingency planning to ensure coverage for all staff in the new department.

Internal communications:

12. Changes are being made to the main existing form of departmental communication, the *Weekly Information Sheet*, to ensure coverage extends to all DIS staff. The content of the WIS is kept under close review to ensure it remains relevant to all DIS staff, especially those new to the department.
13. A departmental lunchtime launch event to welcome all new staff to the department is planned for February, with a particular emphasis on teams imported from other departments. The event will be followed up in March by an Open Forum chaired by the Director General, Information Services.

Communications with customers and others:

14. Initial changes have been made to the DIS intranet pages, although these are largely confined to replacing "House of Commons Library" with "Department of Information Services" rather than making fundamental revisions to content. Attention should be given to the creation of a DIS email group, and other shared access rights.
15. Consideration is being given to long-term departmental requirements with respect to DIS stationery. This will be pursued vigorously when the departmental change manager has been appointed.

Departmental services and resources:

16. DIS DEO is overseeing the necessary amendments to departmental telephone lists, organograms and staff lists, and distribution and contact lists. Interim changes to recess rotas will be implemented in time for the February recess, with further changes implemented for the Easter recess.
17. No immediate changes to departmental signage or accommodation are envisaged.

Lessons Learned:

Impact of realignment decisions on departmental support functions:

1. As a department which has seen more of an import of teams from other departments than an export to others, more "business as usual" has been demanded of DIS central support services (notably the HR and Learning & Development teams) than would have ordinarily been required and without additional resource. These teams have responded well but now need additional support. Urgent consideration should be given to increasing staffing levels in those areas where the effect of realignment within the department has been most keenly felt. Furthermore, an early assessment of the particular "support needs" of teams imported into the department is required, identifying what additional staffing and other resources are necessary during the remainder of the change process and beyond.

Clarity of financial settlement:

2. DIS senior managers remain unclear what the precise financial settlement will be

for those functional areas that have been imported into the new department. Some imported teams (e.g. curatorial services or Web Centre) continue to have financial relationships with teams in other departments (e.g. Department of Facilities or PICT). Clear changes to financial reporting and budgetary arrangements are urgently required. Without clarity, accurate long-term financial and strategic planning could be undermined.

3. [s.36(2)b and s.36(2)(c)]

Departmental change management to shadow corporate change management:

4. DIS chose not to formally set up a departmental change team in the early stages of the consultation process on the realignment proposals. It is unclear what effect, if any, this had on levels of engagement of staff in the wider change process. The future appointment of a departmental change manager should ensure rapid progress in identifying outstanding issues and unmitigated risks, and ensuring the development of a shared departmental identity and how the department contributes to a unified House service.
5. The Tebbit Change Team greatly valued the ongoing support and “open door” of the Director General, Information Services and senior DIS managers, particularly regular invitations to the Team to attend Open Forum and senior management meetings and to contribute when required.

Actions remaining:	Priority (H/M/L) * H = by 31 March
<p>Central guidance to departments on HR issues</p> <ol style="list-style-type: none"> 1. DIS directors are concerned that there has been insufficiently clear distinction made between the responsibilities of the Department of Resources Human Resources and Management Directorate and the DIS HR team, particularly with respect how and when to consult departmental staff on the review of local working practices (e.g. night duty, flexi-time, discretionary leave arrangements). Further central guidance is required as soon as possible. 	H
<p>Immediate additional support to departmental HR team</p> <ol style="list-style-type: none"> 2. The DIS HR manager has been seconded to PICT to provide maternity leave cover with effect from 14 January. This post will be back-filled on a part-time basis only until the end of March. The DIS HR team is seeking short-term support from agency staff but there is a significant risk that the HR team may be over-burdened in the coming months. 	H
<p>Departmental identity and contribution to a unified House service</p> <ol style="list-style-type: none"> 3. Particular attention needs to be paid to the fostering of a DIS departmental identity that is shared across all the component parts of the new department, and a common understanding of how the work of the department contributes to the delivery of a unified House of Commons Service. 4. It is important for the department to make early progress in sharing good practice, and learning from each other. 	H

<p>Branding and stationery</p> <p>5. It remains unclear what the future is for the House of Commons Library brand, which continues to be well respected among Members, their staff, and the general public. DIS senior managers should urgently decide how best the Library brand can continue within the new departmental arrangements, and how best the department can describe its service areas and brand itself through departmental stationery (and other printed material) while conforming to unified House-wide standards.</p>	M
<p>Internal and external communications</p> <p>6. The DIS internal communications group should now consider reviewing the content, coverage, and frequency of internal communications to ensure they continue to meet the needs and expectations of all staff in the department.</p> <p>7. Further extensive changes to the DIS intranet pages are required to ensure the content reflects the full range of outputs and resources within the department, as well as providing the necessary on-line support (e.g. forms, guidance) relevant to staff.</p>	
<p>Apparent inconsistencies in departmental location of some functions</p> <p>8. There are several areas in the House of Commons Service where the location of some departmental functions post 1 January appear to some DIS staff to be inconsistent with the stated remit of the new Department of Information Services.</p> <p>9. There is a widely held view within DIS that the realignment of departments did not address the perceived duplication of some functions between the DIS Research Directorate and the Committee Directorate of the Department of Chamber and Committee Services. There is a lack of clarity in the timetable and milestones for the ongoing Committee Office Management Group review of research services to committees. A timetable for the review is required which would be helpful both for staff concerned and for the future House-wide change programme.</p> <p>10. Given the stated remit of DIS to oversee the provision of information and allied services, staff across the House question why some functions of the Vote Office have remained within the Department of Chamber and Committee Services, notably Broadcasting, the Parliamentary Bookshop, and responsibility for the contract with TSO.</p> <p>11. The Management Board may wish to consider reviewing the extent of inconsistency in departmental location with the stated remit of departments, and whether any subsequent realignment of functions is necessary.</p>	L
<p>Further unification of service is required</p> <p>12. A unified House service lacks a unified service for the delivery of mail. Pre-1 January arrangements continue to be in place for the delivery of mail to teams imported to DIS, although these arrangements appear to be working well. Such arrangements may not deliver efficiencies in the longer-term and the Management Board may wish to consider whether it is necessary to review the arrangements for the delivery of mail.</p>	
<p>Support Required</p>	<p>By Whom</p>
<p>Guidance for DIS HR team on various</p>	<p>Director General, Resources</p>

HR issues	
Additional staffing for DIS HR team	Director General, Resources
Departmental branding and stationery	Head, Office of the Chief Executive
Revision to DIS intranet pages, email, and shared access rights	Director, PICT

Annex A – Resources

Departmental Change Mechanism: Resources

<p>Terms of Reference: To manage the practical issues arising from the change from Department of Finance and Administration to Department of Resources. This work focuses on all aspects of the name change and changes in staffing, rather than longer term changes in the department's role or ways of working</p>
<p>Lead Staff: [s.40], Department of Resources</p>

Achieved so far:

Comprehensive list of actions compiled, ranging from changes to paper and electronic stationery and publications, staffing changes, accommodation implications, signage, communications etc. Now working through list, starting with quick and easy changes (such as letter templates, paper signage etc).

Lessons Learned:

Experienced “chicken and egg” – some of the changes we needed to make, ideally in time for 1 January, were dependent on wider decisions not made until late December. Are not as advanced as would wish, even in some of the simple branding changes. Risks taking longer to embed the use of the new department name and to some cynicism amongst staff.

Actions remaining:	Priority (H/M/L) * H = by 31 March
<p>Long list of actions, with removal of “DFA” from all forms and publications likely to take a long time. With publications, these can only be changed when due for renewal. With forms, even where they are electronic, the sheer number of forms will require a disciplined project approach to work through (e.g. starting with those used most frequently).</p>	<p>M - L Risks: will appear confusing to customers, to have DFA branding remain for some time. But, need to set this against adverse publicity if do not manage costs and wastage if just replace everything.</p>

Support Required	By Whom
<p>Branding changes will be managed within existing resources.</p>	<p>Colin Cornish</p>
<p>Staffing changes: merger of former DFA and SAA financial processing teams will have implications for accommodation, as well as the need to agree budget transfer to Dept of Resources for staffing and associated costs.</p>	<p>Director of Operations/Assistant Director of Operation and DEO (Resources) and Head of former Serjeant's Finance Unit.</p>

Annex B – Accommodation

Work Strand: Accommodation
Terms of Reference:
Lead Staff: [s.40]

Achieved so far:
<p>The Office of the Chief Executive (OCE) has received an additional office for its new staff. The Facilities Department Senior Office Keepers have been moved into temporary decant accommodation to facilitate this. An additional office is required by Easter for the expanded staff of the OCE. The present occupants of SAA4 in the Colonnade will be found alternative accommodation in order to achieve this.</p> <p>Work has started to reconfigure accommodation formerly held by the Serjeant at Arms' and Refreshment Departments in the Palace to meet the requirements of the new organisation.</p>
Lessons Learned:

Actions remaining:	Priority (H/M/L) * H = by 31 March
The Parliamentary Directorate of Estates is continuing to develop its accommodation strategy in the light of the Administration Committee's recommendations, taking account of the new Departmental organisation.	H
The proposals for further detailed studies concentrating on the Facilities and Information Services Directorates are the subject of a separate paper to the Management Board.	H

Support Required	By Whom
Decisions on papers and steer provided	Management Board at their January meeting.

Annex B – HAIS

Work Strand: HAIS
Terms of reference: To ensure that all HAIS management reports, processes and details of individuals reflect the new organisational structure, from the new financial year starting 1 April 2008.
Lead Staff: [s.40], Department of Resources

Achieved so far:
HAIS Board has approved outline project initiation document, along with £10,000 to fund scoping work. Consultant appointed (due to extra workload) to work through the implications for HAIS, working with staff in PICT and Department of Resources. Scoping report, with costs and plan, due end January.
Lessons Learned:
Workload likely to be considerable – for Department of Resources and PICT in particular, but also possibly for departmental HR teams if they need to work through staff changes (assigning staff to the new departments on the system). This will require extra resource.

Actions remaining:	Priority (H/M/L) * H = by 31 March
Implementation of agreed changes in the HAIS system	High: must be completed by start of new financial year, so that new departments can manage their budgets and staff.

Support Required	By Whom
Project manager and project team (the resource requirement is in the process of being examined as part of the current scoping work).	[s.40]: sponsor of this work, working with HR and PICT applications.

Annex B – HR, Finance and Procurement

Work Strand: HR, Finance and Procurement**Terms of Reference:**

To propose how the HR, learning and development, finance and procurement functions might be delivered in the longer term, for a decision in principle by the Management Board at its meeting on 13 December 2007.

Lead Staff:

[s.40], Department of Resources

Achieved so far:

Following consultation with HR, finance and procurement staff and Directors General, paper submitted for discussion by Management Board on 13 December. Paper agreed in principle, with exception of:

Recommendation to combine DEO and DFO role into a single business director or director of resources in each department: Director General of Resources to discuss this further with departments, as not all DGs thought this might work in their context.

Procurement: Directors General of Resources and Facilities to come back to the Management Board with recommendation for the location of a merged procurement service and a timetable for its introduction.

Lessons Learned:

Would have helped to gain greater clarity over the scope at the outset – was not clear that procurement was to be covered in the same paper until late in the day, and the piece of work appeared to be used as a bit of a dumping ground for a range of wider changes issues. This risked the work then not delivering against expectations of which I was not aware. Would have helped to have better communication over level and nature of consultation expected – I felt at the mercy of mixed messages and again risked not meeting expectations. Would have welcomed more time for consultation with business managers and TUS. In time available, consultation heavily focused on HR and finance staff.

Actions remaining:**Priority (H/M/L)**

* H = by 31 March

Detailed planning and implementation of agreed “unified model” for HR and finance, and further work to clarify the future management of procurement. This includes:
Further consultation with business managers and TUS;
Planning and implementing structure and staffing requirements of HR, finance and procurement in detail;
Establishing role of heads of profession – skills needs, ways of working, remit etc.

M: all to be in place by 1 Jan 2009.

Support Required**By Whom**

Project and change management

Department of Resources with change team. Should not be tacked on to existing jobs, as they need to focus on day job.

May affect accommodation, depending on shape of, and numbers in, teams in departments and in HRM&D/FMD.