

**Management Board****PARLIAMENTARY ESTATES DIRECTORATE: REUNIFICATION TIMETABLE (PROVISIONAL)**

*Paper from the Director General Facilities and the Parliamentary Director of Estates*

**Purpose**

1. The attached provisional timetable provides a high level summary of the activities necessary to achieve the new organisational structure for the combined Estates and Works functions.

**Conclusions and decisions**

2. The overall aim is to have the new structure substantially in place ahead of the summer recess. The Board is asked to endorse the proposed work programme and timetable.

**Proposed programme**

3. The programme builds upon the decisions made to date, principally that there will be four prime functions within the new structure:

- Programme and Planning
- Project Delivery
- Maintenance
- Heritage and Standards

4. The remaining functions will be developed in February 2008 but are necessarily included within the attached reunification timetable.

5. Due to the Christmas period this has only recently been distributed to the new acting Director General Facilities and the Director General Resources for comment. The only comment received so far, which has yet to be demonstrated more clearly in the programme, is the ability to run the recruitment strands simultaneously rather than only in sequence. Therefore a further iteration of the programme will be issued once the external consultant L. Goulding returns to work from W/C 14<sup>th</sup> January 2008.

6. The programme aims to find the right balance between:

- moving expeditiously, to obtain the benefits from the new structure, and curtail the period of ongoing doubts and uncertainties for those involved, and
- avoid unrealistic schedules that do not enable decisions to be appropriately considered on key questions in the design and resourcing of the organisation.

7. A similar timetable was pursued during 2005 in the creation of the PICT organisation which provides both a precedent and a successful blue print to be followed. Whilst establishing the Estates structure has a lesser scale, the stages involved in the process remain the same, and these to a large extent have to be undertaken sequentially.

8. It is proposed that the implementation schedule be regarded as provisional at this stage, and not communicated widely. Confirming the timetable could be made once the first key milestone – the creation of the top team – has been achieved, targeted for the end of February. The reason being there are significant risks to achieving this timetable:

- There are potentially a number of obstacles and no allowance has been made to address any of these, i.e. if there are difficulties in getting agreement with the union on policies relating to resourcing or job security, or the application of them, issues relating to job evaluation and grading, if the goodwill of managers and staff is not retained etc. etc.
- The plan does not assume that senior posts will be filled internally. Therefore the involvement of the senior post appointees in the structuring and resourcing activity within their domains is not guaranteed. Should this occur, decisions will be needed on whether to continue the process in the absence of senior roles being filled, which would involve lengthening the implementation process whilst vacant posts are resourced, or alternatively introduce an interim arrangement, such as appointing an external organisation on a short term basis, or recruiting interim managers to enable the programme (as well as ongoing work activity) to continue.
- The availability of sufficient HR operational resource to manage the significant resourcing activity

**Next Steps**

9. The initial requirement is to clarify and finalise the key purpose and accountabilities of the 4 major functions, to enable job descriptions for the Director / Head of function to be finalised. We are planning to address this during mid to late January by conducting a series of workshops involving senior managers from the existing Estates and Works structures.

10. Additional benefits of this approach are planned to be:

- clarifying the interdependencies at the boundaries between the two existing structures
- providing an early opportunity for joint involvement of the two management teams in creating the new structure.

**Sue Harrison / Mel Barlex**

**January 2008**

## Provisional high level implementation programme

STAGE	DESCRIPTION	TIMESCALE
	<b>MANAGEMENT TIER 1, SENIOR PED POSTS &amp; ORGANISATION REVIEW</b>	
1	Finalising the new organisation's overall structure and senior appointments, including responsibilities of direct reports to PED: JDs created and evaluated	End January 2008
2	Consultation process with Unions and wider PED/PWSD staff	End January 2008
3	Implement internal and external appointment process for direct reports to PED (including where appropriate job matching or selection and appointment of external recruitment consultant)	End February 2008
4	Recruitment process, long listing, short listing, interviews and appointments	February to early/mid April 2008
5	Potential security clearance and notice, period	Early/mid April–September 2008
	<b>Tier 2 - PAY Band A of PED organisation</b>	
6	Developing organisation structure below direct report level	Early March 2008
7	Consultation process with Unions and wider PED/PWSD staff	Early March 2008
8	Creating JDs for pay band A posts: conducting JE	Mid March 2008
9	Implement appointment process for band A posts including appropriate job matching or selection and review internal/external recruitment approach.	End April 2008
9a	Potential external recruitment process for band A posts, long listing, short listing, interviews and appointments: any need for appointment/engagement of external recruitment consultant to be determined	May–June 2008
9b	Potential security clearance and notice, period	June–October 2008
10	Redeployment of any remaining Estates / Works band A staff	Early May 2008
11	Hearing of any appeals against appointment / redeployment decisions	Early May 2008
	<b>Tier 3 - Pay band B and below of PED organisation</b>	
12	Consultation process with Unions and wider PED/PWSD staff	May 2008
13	Creating JDs for posts in pay band B and below: conducting JE	End May 2008
14	Conduct internal appointment process for posts in band B and below	June 2008
15	Redeployment of any remaining Estates / Works in band B and below A staff	July 2008
16	Hearing of any appeals against appointment / redeployment decisions	Early August 2008
17	Conduct external recruitment process, as required	July–September 2008
18	Transferring unchanged teams into new structure	As appropriate, up to May 2008