

MANAGEMENT BOARD (MB) POLICY MEETING MINUTES – 24.11.14

DATE: Monday 24th November 2014 **TIME:** 10:00 am **LOCATION:** G18

ATTENDEES: Richard Sanders, Acting Chief Executive (RS)
 Sarah Glasspool, Director, Finance (SMG)
 Jo Symons, Director, Director, Change & Development (JS)
 Richard Frewin, Director, Enforcement (RF)
 Paul Dixon, Director, Certification Services (PRD)
 David Barrett, Head of HR (DB)
 Tania Raynor, Executive PA and Secretariat (TR)

FOR ITEM 7: Michael Kearney, Enforcement Project Manager (MK)

Please note actions appear in **BLUE**

1. **Apologies for Absence/Substitutions:** Robert Gunn, Director, Programmes & Estate (RG), Lynnette Falk, Director, Regulation (LF). LF had sent some comments via email. JS joined the meeting later.

2. **Minutes of the last meeting (21.10.14)**

The minutes of the last meeting were approved with no amendments.

3. **Matters/Actions Arising from Minutes of Last Meeting**

All actions were reviewed and the following comments were made and the outstanding actions were noted:

- NMO had now formally responded to the XDIAS Business Continuity Management Letter, accepting all the recommendations therein. Now that a disposal had been made, the completion of quite a few actions that had emerged from the XDIAS internal audit recommendations had been triggered. RF continued to update an action audit tracking document that had been reviewed by the Audit Committee. **Check completion of all outstanding actions (SMG/RF December).**
- DB and Suzanne Jones (SJ) had liaised regarding how to strengthen internal processes to encourage staff to discuss concerns direct with NMO Management. However, more work needed to be done. **Report back to the MB once the Staff Focus Group (SFG) had been consulted (DB, December).**
- DB confirmed that NMO's Whistle-Blowing Policy was up to date and had been published on the intranet.
- The opportunity to represent NMO as a wider Equality and Diversity champion, to work with DB & RS to deliver the voice of staff had been opened up to all staff via email. Responses were asked for by end October and interest had been generated.
- The following action remained open: **Discuss the suitability and consistency of objective setting including some of the SFG recommendations with JS/PRD and establish indicative box markings for mid-year review (DB, December).**
- The Paid Special Leave & Special Leave (with or without pay) policies had been amended and approved by the Management Board the previous month. However, since then, BIS had reissued their corresponding policies with tighter controls. The MB agreed the adoption of these new controls. **Convert NMO Policies to align with BIS' accordingly and publish on the intranet. (DB, December).**
- The draft NMO Promotion Policy was on the agenda for discussion later on during that meeting.
- DB confirmed that posts advertised at on CS Jobs at Stage 1 could also be viewed by staff at BIS, NMO, Ins, IPO, UKTI & and the Local Better Regulation Office.
- The Draft NMO Restructuring Policy had been amended to incorporate MB changes/comments, & to include job-share information. This policy would be released that week and published on the intranet accordingly, subject to Union sign-off. **Issue new policy & publish after sign-off (DB, December).**
- The NMO IIP Report was on the meeting agenda for discussion later during the meeting.

4. **Revision of the BTM Operational Meeting TOR to reflect MB consideration of H&S**

RS explained that at the Audit Committee there had been a recommendation for more top level visibility on H&S. Thus, RS had amended the BTM TOR to address this. The Agency Risk Register also now reflected a greater H&S focus. The MB endorsed the revisions.

5. **Property Deposit Loan Scheme**

DB explained that this Department for Communities & Local Government (DCLG) initiative was similar to that of the Season Ticket advance available to staff for repayment over twelve months via wage deduction. The MB agreed the scheme in principle which could then be advertised on the NMO intranet and offered to staff via BTMs. *Investigate mechanics of setting up such a scheme (DB, December)*

6. **IIP Report**

The MB discussed this report at length, and the Civil Service Staff Survey results were referred to. Although, it was noted that more than one in five staff didn't complete it this year and that there were many new members of staff.

- IIP interviews and the staff survey results had suggested that perhaps there was a need to consider the up-skilling of managers, and re-examine their roles and expectations. DB recognised that attention on HEO and SEO staff may have fallen through the net a bit, so he had tried to address this with suggestions therein. Staff at this level may not have specific line management posts, but often played a role in training, mentoring and managing others in the absence of the immediate manager. Thus, DB was looking to further support and develop such staff, and identify their specific training needs.
- RS made the observation that staff had indicated they would like a bit more direction and support from their manager, but that there appeared to be very little training available on change management on CSL. RF suggested investigating CSL courses on "managing in an uncertain environment", and commented that he would like to see more research and specific team courses.
- JS confirmed she would be very supportive of any change management training, and mentioned that she had attended an excellent course. However, the course had presumed that the nature of the change was known, rather than geared towards managing a totally uncertain, yet imminent change.
- RS commented that the Agency could get better at publicising good practice and an engagement plan following staff feedback (although it was important to avoid "engagement fatigue" whilst doing this)
- *Review the work of NMO, job roles and cross team interaction and produce detailed action plan for Management Board endorsement (DB, Dec/Jan)*
- *Circulate IIP Findings report to all staff and explaining that the Management Board had discussed it at length, and intended to work with staff to identify specific training needs (DB, Dec/Jan).*

7. **New Enforcement Transition Recommendation**

MK joined the meeting for this item.

- RS mentioned that LF was content to endorse the recommendation therein but had raised the following points:
 - The efficiencies outlined in the report were welcome, but could MK confirm that the organisation was no longer acting as a national regulator, as the report indicated that there was a reduction in the overall number of national regulators. MK responded that the organisation continued to fulfil its departmental enforcement activities, but a new set up would be established with the number of national regulators being reduced by one. Although, some residual work would remain with the organisation.
 - MK confirmed that all the risks regarding pay been fully considered. SMG asked about the harmonisation of T&Cs for the organisation's staff. DB advised that this would happen post-transfer and subject to TUS consultation.

- LF asked if consideration had been given to future career development for home-workers. DB said that opportunities had been pointed out with the chance to widen portfolios, and to further develop posts to learn more about all the legislation covered by NMO.
- MK confirmed to SMG that the Transition Project Board seemed to be enthusiastic and happy, particularly with NMO's risk based approach.
- MK advised that subject to Ministerial approval, the enforcement should transfer to NMO. The intention was to maintain existing arrangements in addition to a regional presence with only unfilled vacancies to transfer to Teddington.
- SMG commented that NMO should be aware of likely budget cuts beyond 2016.
- The Board endorsed the recommendations subject to some amendments
 - Page 1: reflect the fact that there would be desks available on this site for the organisation's staff to use as a 'drop in' post transition
 - Page 3: amend the section relating to NMO's position as a 'national regulator'
 - Page 3: amend the text about pay systems post transition

Incorporate amendments accordingly (RF/MK, November)

8. HR Update

DB had met with UKSBS and My CSP in Sheffield, where a technical fix for the recent problems regarding imminent retirees was discussed. Pension and customer service issues were recognised.

Updated NMO Promotion Policy

DB explained that he had circulated the policy electronically to the MB, and amended it to incorporate all suggestions. The MB endorsed the Policy accordingly.

- ***Publish policy on intranet and circulate to staff via email with IIP Report (DB, November)***

Guidance on CS Jobs – Stage 1 Advertised Posts

DB confirmed that NMO posts advertised at Stage 1 could also be viewed by staff at NMO, BIS, Insolvency Service, IPO, UKTI and the local Better Regulation Office as a reciprocal arrangement.

9. Horizon 2020 – Ecopliant 2

HJ presented this item

- RF confirmed that this was EU, grant, market surveillance work.
- LF had pointed out that some redrafting was required to the last paragraph of page 6 that referred to the fact that Utilities had also bid for, and received funding under the previous funding round for market surveillance of MID electricity meters.
- The MB approved the recommendations in the paper (subject to typo corrections) that the Director of Finance be appointed as LEAR, and that subsequently responsibilities be delegated to account administrators within Enforcement or Utilities as appropriate.
- It was agreed that the second paragraph on page 5 should be deleted.

Amend document accordingly (RF/HJ, November)

10. AOB

- As NMO could not obtain vouchers through BIS, it was agreed that the in-year reward scheme should be revised so as to remove voucher rewards, and that an accompanying letter should be issued with each reward as a formal recognition of the accomplishment. A minimum cash reward of £50 was agreed by the Board.
- ***Remind Managers (electronically) of the scheme and managerial duties to recognise good work, and include minimum cash reward limit. Also, update guidance and awards spreadsheet accordingly (SMG/DB, November).***
- ***The MB agreed to add "Future shape of NMO" as a standing item on the MB Policy Meeting agenda moving forward. (TR, Jan onwards).***
- Neil Davis had joined the Enforcement Team that week, and four other new members of staff were due to start in the New Year.
- JS reported that the "Future Shape of NMO" paper had been forwarded to BIS, and a response was awaited. Morale in the Change & Development and Programmes & Estate teams remained low.

RS explained that BIS had been working hard behind the scenes to resolve outstanding issues, and that DB had also been involved in discussions to explore the “lift & shift” staffing option. DB agreed to relay to BIS the thirst for some knowledge regarding future planning in order to address morale difficulties. In the meantime, DB would continue with regular communication/liaison with JS & her team on this issue.

- **Individuals to produce a single page summary of their team functions for new sponsor (SMG, PRD, LF, November)**

11. Date of Next meeting: **Tuesday 27th January 2015**

MBPOM.24.11.14.

Action List

Date of Meeting	Action	Action Officer	Date	Progress	Status
24.6.14	- Check completion of all o/s actions from the XDIAS Disposals audit recommendations and review next month.	SMG/RF	Dec	Live audit tracking document updated by RF and reviewed by the Audit Committee .	Open
	- Forward RS action status update prior to the Audit Committee in early Nov.	SMG/RF	Oct/Nov		Closed
24.6.14	Report back to the MB once the SFG had been consulted on how the Management Board could strengthen internal processes to encourage staff to discuss concerns direct with NMO management.	DB	Dec	There was discussion about this and it was agreed that SJ would gage the opinion of the SFG and report back.	Open
24.9.14	PDS Guidance: • To discuss the suitability and consistency of objective setting some of the SFG recommendations with PRD/JS and establish indicative box markings for midyear review.	DB	Dec		Open
24.9.14	NMO Accommodation Incorporate the following wording changes to the NMO Enforcement Accommodation paper: o Replace the text on the title page of the document with something more appropriate o Amend bullet point 6 on page 2 “The creation of accommodation space which whilst temporarily utilised by directorates whose future lies outside the NMO can in future be reallocated either within NMO or to a potential Govt. tenant.” o Amend bullet point 6 on page 3 “Programmes & Estates remain part of NMO until a formal transfer is actioned which may have the impact of removing them from the NMO organisational structure.”	RF	Nov		Closed
21.10.14	Paid Special Leave/Special Leave (with or without pay) Convert NMO Policies to align with BIS’ accordingly and publish on the intranet. Draft NMO Restructuring Policy Issue new policy & publish after sign-off.	DB	Dec		Open
21.10.14	Produce paper for November Management Board Policy Meeting on a Property Deposit Loan Scheme for Rental Purposes.	DB	Nov		Closed
21.10.14	Put IIP Report on the Management Board Policy Meeting agenda the following month.	TR	Nov		Closed
24.11.14	Property Deposit Loan Scheme Investigate mechanics of setting up such a scheme.	DB	Dec		Open
24.11.14	IIP Report • Review the work of NMO, job roles and cross team interaction and produce detailed action plan for Management Board	DB	Dec/Jan		Open

	<p>endorsement.</p> <ul style="list-style-type: none"> • Circulate IIP Findings report to all staff and explaining that the Management Board had discussed it at length, and intended to work with staff to identify specific training needs. 	DB	Dec/Jan		Open
24.11.14	New enforcement Transition Recommendation Incorporate amendments accordingly.	RF/MK	Nov		Open
24.11.14	HR Update - <i>Updated NMO Promotion Policy</i> Publish policy on intranet and circulate to staff via email with IIP Report.	DB	Nov		Open
24.11.14	Horizon 2020 – Ecopliant 2 Amend document in accordance with MB comments as above.	RF/HJ	Dec		Open
24.11.14	Remind Managers (electronically) of the scheme and managerial duties to recognise good work, and include minimum cash reward limit. Also, update guidance and awards spreadsheet accordingly.	SMG/DB	Nov		Open
24.11.14	The MB agreed to add “Future shape of NMO” as a standing item on the MB Policy Meeting agenda moving forward.	TR	Jan →		Open
24.11.14	Individuals to produce a single page summary of their team functions for new BIS sponsor.	SMG/ PRD/LF	Nov		Open