

MANAGEMENT BOARD (MB) POLICY MEETING MINUTES – 24.9.14

DATE: Wednesday 24th September **TIME:** 10:00 am **LOCATION:** G18

ATTENDEES: Richard Sanders, Acting Chief Executive (RS)
Sarah Glasspool, Director, Finance (SMG)
Robert Gunn, Director, Programmes & Estate (RG)
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 9 : Huw Jones, Senior Support Manager, Enforcement (HJ)

Please note actions appear in **BLUE**

1. **Apologies for Absence/Substitutions:** Lynnette Falk, Director, Regulation (LF)

2. **Minutes of the last meeting (29.7.14)**

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 noted:

- The action regarding Line Manager training on the updated Probation Policy and Probation Procedure had been discharged with sessions arranged for early October.
- SMG confirmed that the Comprehensive Disposals policy had been electronically circulated that earlier that morning for MB review. **Send comments back to SMG (Management Board, Oct)**
- 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. **Review status of these actions (SMG/RF, October).**
- DB and Suzanne Jones (SJ) had liaised with the Staff Focus Group (SFG) 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 (DB, October)**
- The following action was carried forward : **Forward the new Whistle Blowing Policy (being rolled out by BIS) in relation to the above issue, to SJ for comment by the SFG (DB, October).** DB confirmed that NMO's Whistle-Blowing Policy was up to date. SJ had reviewed it and was content with the approach. However, she would raise it at the next SFG for additional comments.
- JS and RF had confirmed they were interested in the role of Board level champion for Equality & Diversity (which would support the Agency IIP initiative), but agreed that with RS' suggestion that he should take the role to highlight NMO's commitment to Equality & Diversity from the top. **Open up to all staff the opportunity to represent NMO as a wider Equality and Diversity champion, to work with DB & RS to deliver the voice of staff. (DB, September).**

4. **Sustainability – Greening Government Commitments**

- RS explained that in line with the BIS Greening Government Commitments Initiative the entire Department was being asked by Cabinet Office Ministers to reduce the use of domestic flights which, from now on should all be subject to direct Accounting Officer sign-off/scrutiny.
- It was recognised that sometimes the most time and cost efficient mode of travel was to fly, but this needed to be justified by demonstrating that all alternative travel options had been considered.
- To reduce travel demand, the Board agreed to explore more effective methods of communicating i.e. telephone/video conferencing facilities, upon the upgrade of the current telephone system in 6 months time.
- The MB endorsed RS' proposal to add a line to the NMO guidance on managing and authorising staff travel as follows: "until further notice, domestic flights will require prior approval from the CE in

line with BIS Greening Government Commitments". *Make this change to the guidance and notify staff of this change to the procedure (SMG, October)*

5. Performance and Development System (PDS) Guidance & SFG feedback on PDS form

- The SFG had been asked for feedback on the new PDS form. DB summarised that feedback had been mixed and there was an even split in staff opinion on how the text within the form was presented, rather than the form content.
- After some discussion the MB were equally split on whether to amend the form so agreed to keep it unchanged but that managers/staff could modify it in use if they wished to.
- *Link the Performance Management Procedure to the Guidance as an Annex 4 and also provide direct link (DB, September)*
- *Establish consistency meeting to provide feedback to Managers (DB, October)*
- *Draft email (for RS to send) to the SFG in order to pass on MB thanks for their input and for helping to inform the Board discussion, where it was agreed to adopt some of the SFG recommendations (DB, September)*

6. NMO Accommodation

The principles of the paper were discussed and RG suggested a more cost effective solution which was agreed and subject to some wording changes within the document. Some of the wording was misleading and required amendment so as not to incorrectly imply that decisions had already been made regarding the future shape of NMO, when actually, nothing had been formally agreed:

RF to incorporate changes as follows:

- *Replace the text on the title page of the document with something more appropriate (RF, September)*
- *Amend wording to 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 Government tenant."*
- *Amend wording to bullet point 6 on page 3. SMG mentioned that she would like the reception area to reflect a more welcoming atmosphere, and it would be cost efficient if the proposed works were carried out at the same time. SMG explained that her capital budget was under-spent but would be limited due to the NPL purchase. RF confirmed that ideally, accommodation changes should be finalised by December.*
Agree final solution taking into account the annual leave booked by SMG's team (RF/PRD/RG, October)

7. Structure of the Expanded Enforcement Team

RF gave a presentation on a new management structure to support the growth of the Enforcement Directorate which was agreed by the Board. Particular support was given for increased IT, Finance and Governance capability as an interface with the wider Agency corporate services and the modular approach to new contract development. Consideration was given to how the new structure would impact upon any other areas of the Agency.

8. Revised Policy & Guidance for Production of Business Cases in line with HMT Guidance

- SMG outlined the new 5 case model introduced last year by the Treasury on business practices and the revised NMO policy and guidance on the requirement of business cases and associated templates. SMG explained that the amount of information required by each business case was determined by the size and risk of the project.
- From now on all proposals would need to use this procedure and be challenged and signed off by the Management Board with a pragmatic approach on case by case basis.
- The MB endorsed SMG's submitted NMO policy and guidance and templates.

9. FLEGT IT Systems Options

- This paper was originally for decision as it required NMO capital spend. But a change in policy at DEFRA meant that DEFRA would be purchasing the system, so the paper was now for information.

- 3 IT options were outlined within the paper, and option 3, to develop (from scratch) a bespoke system enabling all agreed commitments outlined in the MOU and meeting the principles of the Regulators Code and the HMG Security Policy Framework, had been agreed.
- The software would facilitate the development, maintenance, and administration of a system through which records of FLEGT licences were kept, and the status of checked licences were made available to enforcement partners and importers.
- DEFRA would be the asset owners and settle invoices direct with the Contractor accordingly.
- NMO would have responsibility for and full control of an ongoing maintenance contract.
- Thanks were passed to SMG for her support with the procurement processes.

10. AOB

- The variability of how staff indicated their availability in Outlook was discussed. A uniform approach was rejected, but the need for clarity and contact details was emphasised.
- SMG mentioned that the retender of the IT support contract had been delayed due to the priority of other work pressures.
- New version of TRIM would be rolled out by calendar y/e.
- New Enforcement transfer was progressing well and there would be an update paper on this at the November/December MB Policy meeting. RF thanked SMG/DB and Dan Shipp for their assistance in dealing with questions regarding IT/accommodation and employment contract details.

8. Date of Next meeting: *Tuesday 21st October 2014*

Action List

Date of Meeting	Action	Action Officer	Date	Progress	Status
29.5.14	Teddington Site High Electrical Switchgear Upgrade and Business Case – NPL HV Switchgear Refurbishment: Review and update the NMO Business Case format in the QS	SMG	Sept	See Item 8 on the Agenda	Closed
24.6.14	Establish Management briefing/training session on updated Probation Policy and Probation Procedure	DB	Sept	Carried over – to be arranged for early October	Open
24.6.14	- Send PRD TRIM link of comprehensive disposals policy accordingly - Send comments back to SMG - Publish the above policy on new QMS - Complete XDIAS Disposals audit recommendations	SMG MB SMG/PRD RF/CS	Sept Oct Sept Ongoing	Circulated that morning for MB review and comment. This action could only be discharged once a disposal had been made, as each disposal would trigger lots of internal audit procedures	Closed Open Closed Closed
	- Review status of actions for next month	SMG/RF	October		Open
24.6.14	- Liaise with Suzanne Jones and ask SFG to consider how the Management Board could strengthen internal processes to encourage staff to discuss concerns direct with NMO management.	DB	Oct	- DB had discussed with SJ, but further work needed to be done on how to promote a new culture of direct discussion with Managers	Open
	- Devise note on new Whistle Blowing Policy being rolled out by BIS, mentioning the above issue	DB	Oct	- DB agreed to forward this policy to SJ for comment by the Staff Focus Group (SFG)	Open
24.6.14	Discuss proposed “working from home” protocol with Head of Comms, Fire Monitors and G1 staff prior to adopting the process	SMG/NRB	Sept	For discussion under AOB	Closed
24.6.14	o Circulate note on BIS Bonus Scheme to the Management Board for information	LF	June	Paper had been sent to NMO SB	Closed
	o Issue note to SB informing them of the MB decision to follow the BIS Bonus Scheme for f/y 2014/15	RS/DB	July		

29.7.14	Change font colour to blue for meeting minutes of 24.6.14, the last action under Item 6 "XDIAS – Business Continuity/Draft Disaster Recovery Report"	TR	Aug		Closed
29.7.14	Item 7 – first bullet point – amend "jointed" to "joined" (TR, July)	TR	Aug		Closed
29.7.14	<u>NMO Bonus Reward Scheme:</u> 1. Provide rough financial guidance for business team accounting purposes explaining that 0.6% of the Agency pay bill would be allocated to each directorate for bonus awards 2. Incorporate wording changes (including date and page numbers) and re-circulate to the MB electronically 3. Forward final draft to the NMO Steering Board for sign-off 4. Issue All-Staff note and Scheme Guidance once Steering Board approval had been received	SMG	Sept	This was circulated to Directors on 8 th September	Closed
		DB	July	Done – End July	
		RS	July	Circulated on 8 th August	
		DB	August	Approved and issued on 11 th August	
29.7.14	<u>Equality and Diversity Guidance:</u> Ask JS/RF if they would like to be Board level champion	RS	August	Expression of interest email sent on 7 th August. RF expressed interest & JS had not yet responded	Closed
24.9.14	Open up to all staff the opportunity to represent NMO as a wider Equality and Diversity champion, to work with DB & RS to deliver the voice of staff.	Managers	Sept		Open
29.7.14	Business Case for Heat Meters: Provide more detailed paper for next MB Operational Meeting regarding resourcing and exploring delivery options using contractors	RF/CS	August	More detail was provided on 15 th August	Closed
24.9.14	Make the following change to the guidance on managing and authorising staff travel and inform all staff noting this change to the procedure : "Until further notice, domestic flights will require prior approval from the CE in line with BIS Greening Govt. Commitments"	SMG	Oct		Open
24.9.14	<u>PDS Guidance:</u> <ul style="list-style-type: none"> Link the Performance Management Procedure to the Guidance as an Annex 4 and also provide direct link Establish consistency meeting to provide feedback to Managers Draft email (for RS to send) to the SFG in order to pass on MB thanks for their input and for helping to inform the Board discussion, where it was agreed to adopt some of the SFG recommendations 	DB	Sept		Open
		DB	Oct		Open
		DB	Sept		Open
24.9.14	<u>NMO Accommodation</u> Incorporate the following wording changes: <ul style="list-style-type: none"> Replace the text on the title page of the document with something more appropriate 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." Amend bullet point 6 on page 3. Agree final solution taking into account the A/L booked by the Finance Team 	RF	Sept		Open
		RG/RF/PRD	Oct		Open