

## **MANAGEMENT BOARD (MB) POLICY MEETING MINUTES – 24.6.14**

**DATE:** Tuesday 24<sup>th</sup> June                      **TIME:** 10:00 am                      **LOCATION:** G18

**ATTENDEES:** Richard Sanders, Chief Executive (RS)  
Sarah Glasspool, Director, Finance (SMG)  
Robert Gunn, Director, Programmes & Estate (RG)  
Jo Symons, Director, Change & Development (JS)  
Richard Frewin, Director, Enforcement (RF)  
Paul Dixon, Director, Certification Services (PRD)  
Lynnette Falk, Director, Regulation (LF)  
David Barrett, Head of HR  
Tania Raynor, Executive PA and Secretariat (TR)

Please note actions appear in **BLUE**

1. **Apologies for Absence/Substitutions:** None.
2. **Minutes of the last meeting (29.5.14)**  
The Minutes of the last meeting were approved with one amendment to a typo.
3. **Matters/Actions Arising from Minutes of Last Meeting**  
All actions were reviewed and one remained open (with a September action-date): **To review and update the NMO Business Case format in the Quality System (SMG, Sept).**  
The following comments were noted:
  - The Probation Policy and Probation Procedure were now in a single document published on the intranet and in TRIM. DB intended to hold a management briefing/training session on this. **Establish Management briefing/training session (DB, July)**
  - Directors confirmed that Business Teams had been consulted but no feedback/interest had been received regarding the importance of e-Alerts
4. **BIS Internal Audit Annual Report 2013/14 & 2014/15 Work Programme**
  - SMG explained that this draft document supported RS' annual governance statement giving assurance that the Agency's internal controls are processes were fit for purpose. The MB should consider if there were any actions to take forward collectively or individually.
  - The paper would go to the Audit Committee the following week for approval and comprised:
    - A review of 2013/14
    - The Plan for 2014/15
    - Open items to be closed
  - XDIAS had awarded NMO a "satisfactory" rating for 2013/14. This was the highest level rating available.
  - SMG confirmed that where Internal Audit had been asked by the Agency for advice/comment, a colour category had not been awarded in the Assignment Opinion Levels. RF questioned why there was an Amber/Green indicator on page 10 of the report, but no colour ratings elsewhere in the report. **Clarify colour coding levels with IA (SMG, July)**
  - The Internal Audit Work Programme for 2014/15 was discussed and the following points were noted:
    - Security Risk (SRMO return) – this audit had already been completed.
    - CIPFA Checklist (Financial Management Control Verification Exercise) – this may be removed from the work programme.
    - NPL Future Development Project – further discussion involving Mark Holmes and James Clark were to be held regarding costs.
    - The Agency risk register would be scrutinised in order to decide which audits were of paramount importance.

- The NMO comprehensive disposals policy had not been included in the Agency Quality Management System (QMS), which was being refreshed. However, SMG confirmed that the policy was on TRIM and the NMO intranet.
  - *Send PRD TRIM link accordingly (SMG, July)*
  - *Publish policy on new QMS (PRD, July)*
  - *Design a formal checklist relating to disposal activity once new contract/framework is in place (RF/CS, Ongoing)*
- RF explained that SBS had yet to define a disposal agent for NMO, thus the actions concerning disposal remained open. The actions would be closed when this decision was finalised. JS commented that SBS delays had significantly impacted upon the Agency and in particular the NPL Future Project. RF agreed and said that delays with the test purchasing framework had impacted upon delivery. SMG also highlighted some issues with SBS regarding their confusion over the date of transition and charging structure for services to NMO.
  - *The MB agreed that such delays were a critical business risk and should be elevated to the Agency risk register accordingly (SMG/PS, July)*
  - *Draft letter (incorporating issues experienced by Directors/BTMs) from RS to SBS (copy BIS DG, Finance) recording NMO's frustrations with a view to providing constructive feedback as to how their services could be improved upon (SMG/DB, July)*
- RF asked if the letter could be sent after the enforcement work had been completed to prevent damaging the relationship with SBS
- DB confirmed that SBS' problems had arisen as a result of rapid expansion, the rushed introduction of new processes that needed embedding and a restructure that had led to engagement and morale issues. However, DB had seen some improvement (apart from the issues with pensions), and RG said he had been satisfied with work done on the AML. RS said that SBS' focus was now on consolidation and improving current services rather than the introduction of new ones.
- The MB gave consideration to the action regarding whether staff in NMO felt unable to raise their concerns through line management, and what could be done to make staff feel more comfortable with discussing issues with management – as a preferred route rather than using whistleblowing. While the MB were pleased that staff did use the whistleblowing facility, they felt it would be even better to have a culture where staff were comfortable about addressing their concerns with their manager in the first instance. Management would need to work harder to gain this trust.
  - *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, July).*
  - *Devise note on new Whistle Blowing Policy being rolled out by BIS, mentioning the above issue (DB, July)*
- Procurement guidance had been updated and published on the internet. *Establish relaxed and informative training session on procurement (SMG/Alastair Hooley, July)*

#### 5. Home working – policy on which calendar status should be used

RS raised this issue to determine the best way to clearly indicate in Outlook when staff were working from home and to consider if a uniform approach was necessary. RS emphasised the importance of adequately communicating staff availability now that NMO were embracing the benefits of more flexible working while ensuring we meet business requirements of staff availability and H&S (fire drill etc). It was noted that currently there was a misperception by some staff that individuals working from home should not be disturbed. Whereas, staff working from home should be available for calls, teleconferencing and emails as necessary. MB agreed that a consistent approach was needed and made the following suggestions:

- Staff working from home should mark their Outlook calendars accordingly, including a phone number on which to be contacted. Call divert/calls forward to reception/colleague, or personalised answer phone message should also be set up.
- Staff working from home but unavailable (e.g. when busy) should mark their calendars with “working from home” and use the “Busy” indicator to deter any interruptions
- The “Out of Office” indicator should be used when staff not working at all e.g. for annual leave or business travel

*Head of Comms to consider the issue and draft a proposal for the MB to consider, consulting relevant staff as necessary (SMG/RS/NRB, July)*

## 6. XDIAS – Business Continuity/Draft Disaster Recovery Report

Internal Audit's advice was requested to support the development of the NMO Business Continuity Planning (BCP) arrangements. Managers and Directors had been asked to forward their BCPs to PRD, who had compiled all the information into a system and sent it off to Internal Audit for comment. The Board needed to respond to the recommendations in the Management Letter and develop internal processes to ensure minimum business disruption in the event of an incident. The Board agreed to action all recommendations within the report.

RS commented that the Agency Disaster Recovery Policy (DRP) needed refreshing.

- *Consider DRP update (SMG/DS, July)*
- *Draft and send off formal Management Board response to the Draft Management Letter (PRD, July)*

There was a need to identify a Board-level 'Business Continuity Champion'. SMG agreed to take on this role as it was considered to be a Corporate Service. *There will be a need to monitor the plans at MB level on a regular basis (period to be determined) and ensure all key risks were captured, noting any interdependencies at corporate and directorate level, and to identify critical areas (SMG, July)*

## 7. AOB

- IMcD joined the meeting to present an item seeking MB approval for various building works on site that needed to be progressed as soon as possible:
  1. The refurbishment of Building 2 upper offices and AML facilities on the ground floor - JS commented that the agreed NPL Project Partners were eager for work to begin on the new facilities. The MB approved the proposed works.
  2. The replacement of LV Switchgear to Building 47 – IMcD explained that this bit of kit supplied Building 47 & 48. It could be dangerous not to replace the kit and both buildings would be unable to function without it. Currently, the work carried out there was critical to the MoD and the benefits would exceed £135k. The MB approved this proposal.
  3. NPL ICP Mass Spectrometer – This piece of kit was acquired for £168k - a vastly reduced cost at approximately 40% discount. However, the building needed alteration to the extract system (addressing PFI legacy issues) in order to use this new equipment to its maximum benefit and maximise income for NPL. The MB approved the necessary alterations.
  4. Module 12 VRV Replacement – The heating/cooling ventilation to Module 12 had failed. Currently, staff were using individual plug-in heaters/fans which were neither cost effective nor sustainable. Eventually staff would need to vacate the building if not rectified. The MB approved this proposal.
- *Appraisal and Evaluation of the Expansion of the NMO Enforcement Authority* - RF had already circulated the papers to the Board for approval, and the Board formally ratified the recommendation to approve the progression of the extension of responsibilities to undertake various aspects of VCA work. RF explained that whilst there was no formal agreement regarding transition costs, the recruitment process had already been completed and Michael Kearney would be offered the post of Transition Manager on temporary promotion.
- RS proposed that DB be invited as a regular attendee at future MB Policy meetings in order to offer advice and guidance from an HR perspective which would be essential during the forthcoming period of change at NMO. The MB agreed unanimously.
- RS confirmed that there had been a closed discussion at the last NMO Steering Board (SB) regarding the collective staff bonus. The Agency had achieved 8 out of 9 of its objectives for year 2013/14. The SB signed off the bonus for f/y 2013/14 recognising that there is still a risk that the bonus would not be authorised by BIS. They strongly opposed the proposed repeat scheme for 14/15 as it was out of line with the rest of government and not worth the risk of negative press for such a small monetary amount. The Director of Innovation was clear that she would not endorse the scheme but invited NMO to propose an alternative individual/team bonus scheme. The MB

agreed to propose to the SB that moving forward, NMO would use the BIS team/individual bonus scheme.

- **Circulate note on BIS Bonus Scheme to the Management Board for information (LF, June)**
- **Issue note to SB informing them of the MB decision to follow the BIS Bonus Scheme for f/y 2014/15 (RS/DB, July)**

8. **Date of Next meeting: Tuesday 29<sup>th</sup> July 2014**

MBPOM.24.06.14.

**Action List**

Date of Meeting	Action	Action Officer	Date	Progress	Status
29.5.14	<u>Probation Policy &amp; Probation Procedure:</u> <ul style="list-style-type: none"> <li>• Meet with DB to approve revised text, form and associated letters</li> <li>• Make policy procedure and associated documents available to all staff in TRIM</li> </ul>	RF/DB	June	Both these papers had been incorporated into a single document and published on the intranet and TRIM	Closed
		DB	June		
29.5.14	<u>Teddington Site High Electrical Switchgear Upgrade and Business Case – NPL HV Switchgear Refurbishment:</u> Review and update the NMO Business Case format in the QS	SMG	Sept		Ongoing
29.5.14	<u>AOB:</u> <ul style="list-style-type: none"> <li>• Disseminate e-Alert information &amp; costs to Business Team Managers and ascertain the importance of e-Alerts</li> <li>• Change name of BTM Performance Meeting to BTM Operational Meeting &amp; MB Performance Meeting to MB Operational Meeting</li> <li>• Write to BIS about the difficulties being experienced with the delays in possible transfer of work from VCA to NMO</li> </ul>	Directors	May/June		Closed
		TR	June		Closed
		RS	June		Closed
24.6.14	Change spelling of name in May minutes	TR	June	TR made amendment at end June	Done
24.6.14	Establish Management briefing/training session on updated Probation Policy and Probation Procedure	DB	July		Open
24.6.14	Clarify colour coding levels of BIS Internal Audit Annual Report Assignment Opinion with IA	SMG	July		Open
24.6.14	<ul style="list-style-type: none"> <li>- Send PRD TRIM link of comprehensive disposals policy accordingly</li> <li>- Publish the above policy on new QMS</li> <li>- Design a formal checklist relating to disposal activity once new contract/framework is in place</li> </ul>	SMG	July		Open
		PRD	July		Open
		CS	?		Ongoing
24.6.14	<ul style="list-style-type: none"> <li>- Elevate UKSBS delays to the Agency risk register as a critical business risk</li> <li>- Draft letter (incorporating issues experienced by Directors/BTMs) from RS to SBS (copy to Howard Orme) recording NMO's frustrations with a view to providing helpful feedback as to how their services could be improved upon</li> </ul>	SMG/PS	July		Open
		SMG/DB	July		Open
24.6.14	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	DB	July		Open

	- Devise note on new Whistle Blowing Policy being rolled out by BIS, mentioning the above issue	DB	July		Open
24.6.14	Establish relaxed and informative training session on procurement	SMG/AH	July		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	July		Open
24.6.14	<ul style="list-style-type: none"> <li>o Consider Disaster Recovery Policy update</li> <li>o Discuss further outside of the meeting and delegate appropriate individual in Corporate Services to close actions highlighted within the report</li> <li>o Draft and send off formal Management Board response to the Draft Management Letter</li> <li>o Identify NMO Business Continuity Champion – designate MB member as SRO to monitor the plans on a 6 monthly basis and ensure all key risks were captured, noting any interdependencies at corporate and directorate level, and that critical areas were identified</li> </ul>	SMG/DS RS/SMG  PRD  MB	July July  July  July		Open
24.6.14	<ul style="list-style-type: none"> <li>o Circulate note on BIS Bonus Scheme to the Management Board for information</li> <li>o Issue note to SB informing them of the MB decision to follow the BIS Bonus Scheme for f/y 2014/15</li> </ul>	LF  RS/DB	June  July		Open