

MANAGEMENT BOARD (MB) POLICY MEETING MINUTES – 29.7.14

DATE: Tuesday 29th July **TIME:** 10:00 am **LOCATION:** G18

ATTENDEES: Richard Sanders, Acting Chief Executive (RS)
 Sarah Glasspool, Director, Finance (SMG)
 Robert Gunn, Director, Programmes & Estate (RG)
 Paul Dixon, Director, Certification Services (PRD)
 Lynnette Falk, Acting 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:** Jo Symons (JS), Richard Frewin (RF)

2. **Minutes of the last meeting (24.6.14)**

The Minutes of the last meeting were approved with two amendments to typos:

- **Change font colour to blue for the last action under Item 6 “XDIAS – Business Continuity/Draft Disaster Recovery Report” as follows (TR, July): 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/directorate level, and to identify critical areas (SMG, July)**
- **Item 7 – first bullet point – amend “jointed” to “joined” (TR, July)**

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 carried over to September to allow for summer annual leave.
- SMG clarified that the colour coding on the BIS Internal Audit Annual Report Assignment Opinion referred only to actual audits. Advisory/requested work was not awarded a colour code
- PRD said that the Comprehensive Disposals document needed redrafting and to be reissued as a formal NMO Policy after MB sign-off. **Circulate revised policy via email to MB for comment (SMG, September)**
- PRD explained that once a disposal had been made, it would trigger the completion of quite a few actions that had emerged from the XDIAS internal audit recommendations. **Complete XDIAS Internal Audit recommendations (RF, Ongoing)**
- DB/SMG confirmed they had written to BIS/UKSBS to record NMO’s frustrations regarding Pension issues. DB reported that there was a new team in BIS dealing with the relationship between UKSBS and BIS and the customer. This had led to some improvements with problems being addressed.
- DB agreed to continue to liaise with the Staff Focus Group (SFG) regarding how to promote a new culture of direct discussions with Managers.
- SMG/AH had pencilled in the week commencing 20th October 2014 for procurement training sessions. They had been keen to involve UKSBS but had to first clarify the NMO/UKSBS procurement relationship.
- The following action on SMG was outstanding and carried forward to September **“Discuss proposed “working from home” protocol with Head of Comms, Fire Monitors and G1 staff prior to adopting the process”.**
- NMO had now formally responded to the XDIAS Business Continuity Management Letter, accepting all the recommendations therein. **A November deadline had been agreed to adopt and discharge all the actions (SMG, November)**

4. **NMO Bonus Reward Scheme**

- DB introduced this item and explained that the NMO corporate bonus was discussed at a closed conversation at the end of the last Steering Board. The Steering Board had approved the payment for 13/14 but refused unanimously to approve the same bonus scheme for 14/15, and asked that

the NMO Management Board (MB) review current arrangements and re-submit new bonus proposals. After due consideration, it was now proposed that NMO instead adopts an in-year reward scheme that is identical to that offered at BIS.

- Under the new scheme, Managers could award cash or vouchers to individuals or teams for exceptional pieces of work outside their usual remit, with particular focus on team awards.
- DB had identified the following two main risks:
 - Unconscious bias (in order to avoid this, the process would be carefully monitored so as to ensure transparency, consistency and diversity).
 - Reliance on UKSBS for vouchers (due to the tax element).
- It was noted that all cash rewards were taxed so recipients would receive only the conversion amount. For vouchers, a recipient would receive the full value. However, the Agency would pay tax on these according to the recipient's tax rate. The MB agreed the simplest and most proportionate way to allocate cash for the reward scheme. *Provide rough financial guidance for business team accounting purposes (SMG, September)*
- DB explained that the paper for Management Board approval was a standalone document that mirrored the BIS scheme, but had been modified to reflect NMO's Management Structure.
- The MB endorsed the proposed bonus scheme subject to some wording changes. *Incorporate wording changes (including date and page numbers) and re-circulate to the MB electronically (DB, July).*
- *Forward final draft to the NMO Steering Board for sign-off (RS, July)*
- *Issue All-Staff note and Scheme Guidance once Steering Board approval had been received (DB, August)*

5. Equality and Diversity Guidance

DB explained to the Board that this document directly supported IIP. RS confirmed he would be happy to champion this policy at Board level, but offered the role to other members of the MB should anyone else wish to take it up (including the two members not present). *Ask JS/RF if they would like to be Board level champion (RS, August).*

DB was keen to open up to all staff the opportunity to represent NMO as a wider Equality and Diversity champion, to work with himself and RS to deliver the voice of staff. DB proposed the new guidance should be presented to all staff at an all-staff seminar highlighting NMO's commitment to Equality and Diversity and the underlying requirements of the Equality Act. RS agreed to launch the Guide and NMO's strategy/objectives at this event.

The MB endorsed this document subject to some amendments to the text to be made later that day.

6. Business Case for Heat Meters

CS had first introduced the proposal for NMO to act as the Scheme Administrator and Enforcement Authority for heat metering aspects of the Energy Efficiency Directive some months ago. Previous MB feedback had been that the Enforcement Team needed to be more robust in considering how the scheme might fit with the wider NMO work force. Consequently, the Enforcement team were then asked to produce a more comprehensive paper on the business case for this new work stream.

DB commented that there was some ambiguity regarding resourcing requirements. There appeared to be more of a technical focus for this work, which had not been required for other enforcement contracts. There seemed to be no mention of the existing skill base that was available elsewhere in the Agency to provide assistance with technical support (i.e. Certification Services or Utilities). A further exploration was required on how the enforcement team were planning to deliver this contract. Certification Services could provide audit services, but would need to ensure there was enough resource to do so. Greater cross team utilisation of expertise might be required.

LF wondered about the policy responsibility for heat metering (which is DECC's) and RS said NMO Enforcement and Regulation Policy staff had been advising DECC Policy team on metering aspects of the directive and the MID.

The MB approved the proposition to enter into an MOU with DECC, but wanted to see more information in terms of a business case for delivery of the contract prior to it progressing beyond MOU. **Provide more detailed paper for next MB Meeting (RF/CS, August).**

7. AOB

The forthcoming NMO Steering Board meeting (Tuesday 16th September) was discussed. RS confirmed that this would probably not include an away-day, and that the draft Agenda sent to the Chair would probably focus upon the future of NMO. PRD confirmed that unfortunately, he would be away on business.

8. Date of Next meeting: **Wednesday 24th September 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		Ongoing
24.6.14	Establish Management briefing/training session on updated Probation Policy and Probation Procedure	DB	Sept	Carried over – to be arranged for after the Summer holiday period	Open
24.6.14	Clarify colour coding levels of BIS Internal Audit Annual Report Assignment Opinion with IA	SMG	July	SMG confirmed that the colour coding was for audits but not for advisory (requested work)	closed
24.6.14	<ul style="list-style-type: none"> - Send PRD TRIM link of comprehensive disposals policy accordingly - Publish the above policy on new QMS - Complete XDIAS Disposals audit recommendations 	SMG	Sept	This action could only be discharged once a disposal had been made, as each disposal would trigger lots of internal audit procedures	Open
		SMG/PRD RF/CS	Sept Ongoing		Open Ongoing
24.6.14	<ul style="list-style-type: none"> - Elevate UKSBS delays to the Agency risk register as a critical business risk - 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 	SMG/PS	July	A letter had been written to UKSBS/BIS highlighting issues with pensions. A new team had been appointed at BIS to deal with the relationship and problems were being addressed accordingly	Closed
		SMG/DB	July		Closed
24.6.14	<ul style="list-style-type: none"> - 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. - Devise note on new Whistle Blowing Policy being rolled out by BIS, mentioning the above issue 	DB	Sept	<ul style="list-style-type: none"> - DB had discussed with SJ, but further work needed to be done on how to promote a new culture of direct discussion with Managers - DB agreed to forward this policy to SJ for comment by the Staff Focus Group (SFG) 	Open
		DB	Sept		Open
24.6.14	Establish relaxed and informative training session on procurement	SMG/AH	Oct	The procurement relationship between UKSBS and NMO had been clarified and training had been pencilled in for w/c 20.10.14	Closed
24.6.14	Discuss proposed "working from home" protocol with Head of Comms, Fire Monitors	SMG/NRB	Sept		Open

	and G1 staff prior to adopting the process				
24.6.14	<ul style="list-style-type: none"> o Consider Disaster Recovery Policy update o Discuss further outside of the meeting and delegate appropriate individual in Corporate Services to close actions highlighted within the report o Draft and send off formal Management Board response to the Draft Management Letter 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 	SMG/DS RS/SMG PRD MB	July July July July	NMO had now formally responded to XDIAS formally accepting the recommendations made in the draft Management Letter. All actions would be adopted and completed by November	Closed
24.6.14	<ul style="list-style-type: none"> o Circulate note on BIS in-year reward Scheme to the Management Board for information o Issue note to SB informing them of the MB decision to follow the BIS reward Scheme for f/y 2014/15 	LF RS/DB	June July	Paper for approval yet to be discussed	Open
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		Open
29.7.14	Item 7 – first bullet point – amend “jointed” to “joined” (TR, July)	TR	Aug		Open
29.7.14	Circulate redrafted Comprehensive Disposals Document via email to MB for sign-off.	SMG	Sept		Open
29.7.14	<u>NMO In-year Reward Scheme:</u> <ol style="list-style-type: none"> 1. Provide rough financial guidance for business team accounting purposes 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 DB RS DB	Sept July July August		Open
29.7.14	<u>Equality and Diversity Guidance:</u> Ask JS/RF if they would like to be Board level champion	RS	August		Open
29.7.14	<u>Business Case for Heat Meters:</u> Provide more detailed paper for next MB Operational Meeting regarding resourcing and exploring delivery options using contractors	RF/CS	August		Open