

**MINISTRY OF DEFENCE POLICE AND GUARDING AGENCY
MGS MANAGEMENT BOARD MINUTES**

Distribution: MGSMB Members and Advisers

21 May 2008

MEETING HELD IN THE MILL HOTEL AT 0900 HRS ON 21May 2008

Present:	Mr S MacCormick Mr M Shreeve Mr T McKinnon Miss A Leverett Mr J Egan Mr M Cairns Mr P Brennan xxxxxxxxxxxxxx Mrs K Malough Mr D Coates Mr J Bills T/Ch Supt C Goldsmith Mr R Clancy Mrs C Roberts Mrs S Cook Mr M Allen Mr D Wilkie Mrs A McKay	Director Regional Operations (DRO) DD Strategy DD CD+C MGS HR BP Regional Manager 1 Regional Manager 2 Regional Manager 3 Regional Manager 4 Regional Manager 5 CSO1 London MGS Operations Manager Ad hoc members: Head Learning + Development Hd P, S & C MGS Business Manager MGS L&D Manager MGS CDU HR OHS HSA representing Hd HR OHS Secretary: Customer + Resources Focus Manager
Apologies	Mr J Oliver Mr P Taylor Mr D Bodle Ms C Sievwright	Hd of Finance Hd HR Snr HR BP Hd HR OHS

Item (a)	Discussion and Decision (b)	Action (c)
1 Opening Remarks and Apologies	Apologies: 1. The Chair welcomed those present and apologies received from members not attending. 2. The Chair recorded his thanks to Dave Bodle for his support to the Board and wished him well in his new post.	
2 Confirmation of Any Other Business	1. The Chair acknowledged there were a number of items for AOB and it was agreed to deal with these matters in the proper place should they not be covered	

	<p>during discussion on other Agenda Items.</p> <p>2. The Chair sought the views of the Regional Managers (RM) and confirmed there were no objections to DD Strategy becoming the Line Manager for the RMs. Once cleared through the CE the RMs would receive a letter confirming the change of Line Management.</p> <p>3. The Chair said there was a need to look at the Discipline Cases that were coming forward and in particular to examine the charge. He said in many cases the correct charge was not being brought and in some cases the evidence was not related or was not sufficient to support the charge, resulting in the cases being dropped.</p> <p>4. DRO explained the PR09 process. It was an extension of PR08 and would concentrate on variations from PR08. A package of DRO Portfolio staff enhancements had gone forward. Bids for a competition team and for the cost of buying SIA licences were being treated separately. DRO would debrief the outcome when it was known.</p> <p>5. The Chair referred to CTG and said it would be a standing agenda item on any future meetings. He said the MGS was, at present, in formal consultation with the TUs on the proposed alternative roster trial. He said the consultation was due to end on 30th May 08 but was expecting the TUs to ask for an extension of a week*. He did not feel the start date of the trial would be affected and would be 1st July 08, subject to the outcome of the consultation.</p> <p>6. Mr Clancy stated the gap for 2008/09 stood at £3.5M.</p> <p>7. The question of whether the minutes of MGSMB should be published on the Intranet was raised. It was agreed that they should be published subject to appropriate redaction.</p>	<p>DRO</p> <p>DRO</p> <p>Secretary</p>
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<p>*Secretary's Note: 3 Minutes and Actions arising from MGSMB on 27 FEB 08</p>	<p>A week's extension was agreed with the TUs</p> <p>1. The Board discussed the minutes of the previous meeting on 27th February 2008:</p> <ul style="list-style-type: none"> a. The MGS Training Focal Point post was now in DROs portfolio. b. Mr M Allen was now in Course Design, on LTDD from London, as the MGS Representative in that department. 	
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- c. HoLD told the meeting that he had set aside £100K which would be ring fenced for MGS external training.
- d. The Chair said he had had it agreed with the CE for Hd HR to be included in the membership of the Competition Steering Group (CSG) in future.
- e. RM3 disagreed with Item 6 in the minutes and said it might not always be possible for RMs to offer alternative recommendations for delivering equivalent savings if they could not implement the recommendations of Roster Reviews. The Chair said the RMs must do all in their power to produce alternative savings but shortfalls would be included in the remaining gap to be closed.
- f. It was confirmed that Hd MGS Ops had completed a formal consultation document on the trial, including the criteria on how the results of the trial would be measured.
- g. MGS HR BP had produced an accompanying formal consultation document on the criteria to be used for selecting staff to move from shift to day working under new roster arrangements.
- h. An MGS Instruction has been disseminated on the Annual Leave paper that had been accepted at the last meeting.
- i. The draft paper on Medical Standards on Recruitment had been circulated and agreed by the Regional Managers.
- j. The Recruitment Standards Paper on educational standards is awaiting Equality and Diversity qualification prior to going before the AMB.
- k. The Terms of Reference for the Working Group on Communications had been circulated and agreed. It was agreed that the decision making should be retained by MGSMB for strategic direction and therefore the MCISG should make recommendation to the MGSMB and not have delegated authority.
- l. The Chair confirmed that the CE had agreed to rescind the overtime ban for C1s and C2s when it was required for PAR and Bonus Award work.
- m. The action on the Chair to speak to D Def Sy with regards to their request for the number of posts instead of the number of staff employed was deleted.
- n. The Chair has kept the RMs informed of his AL dates.
- o. The Chair confirmed that notes of informal meetings between CE, DRO and TUs would go to RMs in bullet form however there had been no

All

	further meetings since the last Board meeting.	
<p>4 Surge</p>	<p>1. The meeting discussed the paper on Surge 004/08. It was agreed that it was important to define Surge. D Def Sy was working on a paper to define MDP surge and the Department's requirement for it but the whole subject was proving difficult to progress.</p> <p>2. While the paper under consideration dealt satisfactorily with small scale, short term surge, it was agreed that larger scale support over a longer period still needed further thought and definition, including answers to the questions "does the Department need such a capability?, and who would manage the commercial guards employed?".</p> <p>3. The decision was to proceed with the National Call Off Contract to fulfil smaller scale requirements and comments on the need for a larger scale contract were required – by the end of June 2008.</p>	<p>All</p>
<p>5 Change Programme</p>	<p>1. DD CD&C gave a verbal update on the Change Programme. He said the Code of Conduct had now been withdrawn and been replaced with an MGS Instruction, following lengthy consultation with MGS TUs.</p> <p>2. He said MGS Departmentally were responsible for 20% of all TLB case work. There was a need for more Harassment Investigation Officers. He told the Board that there had been about 10 volunteers to fulfil this role from within the MGS and asked the Board to record its appreciation in the minutes.</p> <p>3. He pointed out to the Board that often Discipline Cases were not actually that and were in fact Performance related and managers should make a distinction between the two.</p> <p>4. He said the Training Strategy was the corner stone for the Change Programme and it would change MGS for the better and urged the Board to support the proposals put forward by the MGS L&D Manager.</p> <p>5. There had been a suggestion that a CSO5 should sit on the Board however it was felt that a Shadow board should be established at a lower level. The Chair asked that all Board Members to comment on a Shadow Board and to how it should be conducted i.e. should it be at Junior Management level or should it be at Shop Floor level. Comments should be with the Secretary by the</p>	<p>All Board members</p>

	<p>end of June.</p> <p>6. Discussions took place on the matter of uniform, which was steadily increasing in prominence as a point of friction with staff. The Board directed that there be an Agenda Item at the forthcoming Clothing Committee Meeting with the aim of deciding how best to garner staff views on uniform and what it should be. It was also decided that the Clothing Committee should meet more frequently and the Committee was also to decide how often at its next meeting.</p>	<p>MGS Bus Man</p>
<p>6 Risk</p>	<p>1. Hd P, S & C said MGS Risk Management was not coordinated and he would be issuing guidance to RMs on how to proceed. He said there was an example of Good Practice in Region 1 and this had been highlighted and would go across the Agency. He said he would like RMs to forward their Risk Registers to him.</p>	<p>Hd P, S & C RMs</p>
<p>7 HR Issues</p>	<p>1. MGS HR BP is to speak to Snr HR BP prior to his departure from the Agency on how he proposed to take Attendance Management forward. The Snr HR BP post will be covered on a T & G basis by Lisa Harper. Lisa will be the focal point for the Attendance Management Scoping project and will be providing updates on the progress of the project in due course.</p>	<p>MGS HR BP</p>
<p>8 MGS Survey</p>	<p>1. MGS Hr BP provided a paper detailing the results from the MGS Survey saying there had been a 25% response rate. The responses were largely neutral, however there were some key statistics that stood out, such as poor communication, lack of recognition and a general resistance to change, which need to be addressed. DD CD&C is currently working on this through the Culture Change Programme. The next step would be to publish the full results in a special edition of FLASHLIGHT and state the proposals for change, on which MGS HR BP is currently working.</p>	<p>DD CD&C MGS HR BP</p>
<p>9 Communications</p>	<p>1. The Chair of the Communications Working Group, RM5, gave an update on the work so far. She pointed out that it was becoming very clear that the main communication stumbling block was shortcomings in CSO3 Group Managers' ability to communicate with the CSO4s and 5s. It was agreed that RMs would continue to promote vigorously open communications between managers and staff. She also said it was becoming very apparent that verbal communication was a "dying trade". It was pointed out that "text language" was being used in</p>	<p>RMs</p>

	<p>some emails and the Board decided RMs were to make every effort to bring this unhelpful practice to an end. She pointed out that Region 3 had strong communications and the working group would be visiting the rest of the Regions in turn.</p>	<p>RMs</p>
<p>10 Training Issues</p>	<p>1. MGS L&D Manager discussed her paper, Training Strategy 006/08 and asked the Management Board for their endorsement. The DRO asked the Board to give general endorsement for the paper. Discussion took place on Mandatory Training and L&D Mgr is to evaluate/identify Mandatory Training applicable to the MGS. The Management Board endorsed the Paper.</p> <p>2. Discussions took place on the paper, Role, Function and Line Management Responsibility of RTOs 007/08. There was a lengthy discussion about the merits and potential demerits of revising the line management and some functions of existing RTOs. Recognising that it was not a universally popular decision, DRO concluded the debate by asking the Board to agree that RTO line management and functions should in future rest with the MGS L&D Manager. This was agreed with some reservations. MGS L&D Manager will write the new TORs for the RTOs that will include a national remit, as well as maintaining support for RMs in the regional sense. The Board agreed the RMs would pass a copy of this paper to the RTOs.</p> <p>3. MGS Course Design asked the Board to endorse the contents of his paper CSO4 Training Needs Analysis 005/08. It was agreed there needed to be standardisation of the Job Descriptions of CSO4s and this work should be completed by the end of July as part of the Closing the Gap workstrands. That said, it was accepted that that although there could be some variance depending upon role, the <u>main</u> learning outcomes for any CSO4 training were likely to remain as identified in the paper. The Board therefore agreed to endorse the paper.</p> <p>4. HoLD told the Board with effect from the following week the MGS Training Centre would be back at Bldg 8A at Wethersfield as a Centre of Excellence for Security and Guarding.</p>	<p>L&D Mgr</p> <p>RMs</p> <p>DD Strat</p>
<p>11 Financial Performance</p>	<p>1. This item could not be fully discussed in the absence of Hd Fin but the Chair said that he had covered this issue with the RMs at their Bilateral the previous day.</p>	

<p>12 Any Other Business</p>	<p>1. HR OHS HSA briefed the Board on OHS issues. He said he was willing to help get H&S plans out and that OHS were moving forward on the SHEF issue. Consultation was underway and SHEF Officers should be in place before too long.</p> <p>2. DD CD&C raised the issue of discipline cases. He said that a number of cases had come to him and the DRO where there had been a failure of processes and lack of good supporting evidence which led to cases being either dropped or dismissed. He asked RMs to ensure that line managers approach PPPA before taking any disciplinary action. DD CD&C also undertook to de brief managers on the outcome of disciplinary cases on a more systematic basis.</p> <p>3. MGS L&D Mgr pointed out there were only 63 MGS officers on the list for Independent Interviewers and managers should be encouraged by RMs to do the Selection Interviewing Course. DRO pointed out the importance of the issue given the role of managers in the recruitment/selection process.</p> <p>4. Discussions took place on the Dress Code for the forthcoming Dog Trials and the Board decided there would be no tunics, instead all would wear collar, tie and pullover however if the day was very hot the pullover could be discarded as long as all were dressed the same. Caps were to be worn for the final parade.</p>	<p>DD CD&C</p> <p>RMs</p>
<p>10 Next Meeting</p>	<p>1. The dates for the DRO's bilaterals with RMs, followed by the MGSMB are as follows:</p> <p>4/5 Nov</p> <p>2. The dates for DRO's bilaterals with the CE are as follows:</p> <p>20 Aug, 20 Nov</p>	