

EONI Meetings Structure

1. INTRODUCTION

This paper sets out the new EONI meetings structure and will take effect on 1 July 2006. It has been formulated after consulting with AEO's and with senior colleagues at HQ. In some areas it makes quite significant change to the existing practice. Only time will tell if these changes are beneficial.

The structure will be reviewed again in January 2007, or earlier if necessary. If you have any comments on the new arrangements I would be pleased to consider them.

2. THE MANAGEMENT BOARD

EONI, is unlike most other public bodies in not being legally under the control of a management board. That said all next steps agencies have management boards despite the fact that the Chief Executive has in law sole responsibility for leadership and management of the organisation.

The position of CEO is akin to that of an agency Chief Executive, and it is believed that there would be merit in having such a board. It will strictly speaking be advisory although it is hard to think of circumstances in which the CEO will go against a considered view given by it.

Role

The primary role of the Management Board will be to advise the CEO on -

- ✦ performance against targets.
- ✦ finance.
- ✦ audit, by carrying out the remit normally entrusted to an audit or corporate governance committee.
- ✦ human resource issues.

- ✦ section 75 equality issues.
- ✦ new, or significant changes to existing, policies practices and procedures impacting on the whole organisation.
- ✦ such other strategic issues as may be determined.

Secondary roles would include:

- ✦ sharing of information on ongoing work.
- ✦ acting as a sounding board for new ideas or proposals.

Frequency

In view of the need to regularly review performance and finance the Board should meet monthly, normally on the third Thursday of each month. This will allow time for the finance report to be prepared up to the end of the previous month. Meeting dates for the next 12 months are at Annex A.

Membership

Membership of the Board will be as follows –

CEO

Assistant CEO

Project Manager

Operations Manager

Head of Information Services

Head of Corporate Services

Head of Area Office Services

Substitutes should attend when a member is not available.

Attendance

Individual members of staff will be invited to speak to particular agenda items where this is considered appropriate. For example the HR and Finance officers would normally speak to their reports, and to answer any detailed

questions from the Board, but would not be present for the remainder of the meeting. An internal NIPSA representative will be invited to attend although is perhaps unlikely to so do unless there is an agenda item of particular interest. The PA to the CEO will attend to take the minutes.

Board Papers

Papers for consideration by the Board, apart from the Finance Report, must be submitted to the PA to the CEO at least 10 days before the Board. The Finance Report should be submitted as soon as it is available. The PA will collate the papers and issue them, along with an agenda, to board members and internal NIPSA representatives no later than 8 days before the Board. A note on the content of Board papers is at Annex B.

Minutes

PA to the CEO will prepare draft minutes which will be agreed out of Board. The agreed version will, subject to any necessary redactions, be sent to all staff and published on our website.

3. AEO MEETINGS

The purpose of these meetings will be –

- ✦ to advise the Head of Area Office Services in relation to items on the agenda for the next Management Board.
- ✦ to advise the Head of Area Office Services on issues to be raised with the Management Board.
- ✦ to discuss and normally to take decisions on issues affecting the area offices.
- ✦ to share best practice.
- ✦ to provide an opportunity to discuss matters of mutual interest.

Attendance

The meetings will be chaired by the Head of Area Office Services and attended by AEOs. Others, including the CEO, should attend only in relation to a particular item and should not be present except for discussion of that item.

Frequency

In view of the purpose it may be necessary for a meeting to be held monthly. It might be prudent to have a fixed date in diaries and for Head of Area Office Services to cancel the meeting if there is nothing to discuss. The meetings will normally take place before the Management Board but after Board papers and the agenda have been circulated.

Location

Meetings should rotate around all EONI locations. Where possible the agenda should be arranged to minimise the travel time of any senior managers attending to speak only to a particular agenda item.

4. CORPORATE SERVICES/ INFORMATION SERVICE MEETINGS

The Heads of Corporate Services and Information Services should convene meetings of their managers that are broadly equivalent to the AEO meeting. In view of the numbers involved a joint meeting should be considered.

5. TEAM BRIEFINGS

Within each area office or pair of area offices and within each HQ business unit all staff should be briefed by the line manager on significant developments across the organisation as a whole and on matters of particular

relevance to that location. Some of the material will cascade from the Management Board, AEO and Head of Information Services and Head of Corporate Services meetings. In view of the small numbers of staff involved a formal meeting will rarely be the best way of briefing staff.

6. MONDAY MORNING MEETING

Role

The current Monday morning meeting at HQ is designed to ensure that the most senior managers are aware of what each other (and their staff) have done in the week past and intend to do in the week ahead. It is also the opportunity to surface significant emerging issues. It will not generally be a decision making meeting.

Attendance

In view of its purpose it is proposed that attendance should be restricted to the following –

CEO

Assistant CEO

Project Manager

Operations Manager

Substitutes are not required. When the CEO is unavailable the Assistant CEO will chair the meeting.

Timing

The meeting will be informal and will not be minuted. It will start at 9.30am and should last no more than 30 minutes.

Dissemination of Information

It is up to those attending to disseminate any information relevant to their staff.

7. FULL STAFF MEETINGS

In an organisation with as many locations as EONI it is important to provide opportunities for staff, particularly those who do not normally attend other meetings, to meet the senior managers and colleagues in other offices. It is also very important to involve all staff in the business planning process.

Normally this will be achieved by two full staff meetings each business year. One in the late autumn, which will be residential, and one in the spring. This year because of the canvass the autumn meeting will take place in January. The 2007 spring meeting will take place as normal.

The items identified so far for the January meeting are as follows –

- (1) de-brief on the canvass.
- (2) review of performance 2006/07.
- (3) business planning 2007/08.
- (4) team building.

Information on location and duties will be circulated when available.

Management Board Meetings July 2006 – June 2007

1. All meetings will take place in the CEO's office commencing at 10.00am.
2. The dates for Board meetings and for the submission of papers for the next 12 months are as follows –

	<u>Board</u>	<u>Papers Due</u>
July 06	No meeting	-
August 06	17 August	7 August
September 06	21 September	11 September
October 06	19 October	9 October
November 06	16 November	6 November
December 06	21 December	11 December
January 07	18 January	8 January
February 07	15 February	5 February
March 07	15 March	5 March
April 07	19 April	9 April
May 07	17 May	7 May
June 07	21 June	11 June

Management Board Papers – Essential Requirements

1. Papers for the Management Board should be as short as possible and may where appropriate be in bullet point format. Each paper must specifically address at least the issues set out in paragraph 2 below. Where one of these appears irrelevant to the subject matter a simple statement to that effect will suffice. Papers should be drafted on the premise that, unless there are good reasons not to do so, they will be available to all staff and to the public in the event of a FOI request.

2. The following matters must be covered in all Board papers –
 - (a) a simple statement of the issue on which a decision is required.
 - (b) the background giving rise to the need for that decision including the legal context.
 - (c) a summary of the existing policy and practice.
 - (d) the options considered.
 - (e) the advantages and disadvantages of each option.
 - (f) application of section 75.
 - (g) any Human Rights considerations.
 - (h) the resource implications of each option.
 - (i) the personnel implications of each option.
 - (j) whether there are any presentational/media issues.

- (k) any time constraints.
- (l) an evaluation of the options having regard to the forgoing and any other relevant considerations.
- (m) a recommendation to the Board on the preferred option.