



Minutes of the Board Meeting, 27 October 2017

Present:

Permanent Secretary (Chair)
Andrew Goodall
David Richards
Gawain Evans
Natalie Pearson
Elan Closs Stephens
Ann Keane (Items 1- 6)
Adrian Webb
Peter Kennedy
Dean Medcraft (Deputising for
James Price)
Jeff Godfrey
James Turner
Gillian Baranski
Carla Lyne
Lynne Schofield
Catherine Ashford

In attendance:

Des Clifford (Item 1)
Piers Bisson (Item 1)
Jo Salway (Item 3)
Andrew Jeffreys (Item 4)
Dyfed Alsop (Item 4)

Secretariat:

Sarita Marshall

Welsh Government Performance

1. EU Transition [Oral]

- 1.1 Des Clifford, Director of the Office of the First Minister, and Piers Bisson, Deputy Director - European Transition, provided an update on progress around EU Transition matters. The Board heard that an impressive mobilisation of effort had taken place across the organisation to take forward the significant amount of work related to EU transition.
- 1.2 The Permanent Secretary congratulated teams on the work undertaken so far.

2. Finance Report [Board(17)060]

- 2.1 Gawain Evans, Director of Finance, presented a paper outlining the forecast financial position for 2017-18, including the key pressures,

reserves, and losses and special payments. The Board requested further detail on the losses and special payments information.

3. Monitoring Delivery Progress – Prosperity for All: the National Cross-cutting Strategy [Board(17)059]

3.1 Jo Salway, Head of Cabinet Office, presented a proposed governance structure for *Prosperity for All*. The Permanent Secretary thanked Jo and her team for their work.

3.2 The Board discussed the structure and agreed that further consideration should be given to the inclusion of the four key themes/action plans within the structure.

3.3 It was noted that the *Prosperity for All* Directors Group would meet in the coming weeks and it was agreed that its remit should include consideration of cross-cutting themes, such as the Welsh language.

4 Welsh Revenue Authority & Fiscal Reform [Oral]

4.3 Andrew Jeffreys, Director of Treasury, and Dyfed Alsop, Chief Executive of the Welsh Revenue Authority (WRA), gave a presentation on the challenges and opportunities relating to the new fiscal powers, and the role of the WRA.

4.4 The Board heard that the risks to delivery were being managed and that external assurance exercises were being undertaken, including a Wales Audit Office (WAO) Gateway review.

4.5 The Board thanked Andrew and Dyfed for the presentation, recognising the significant achievements made so far, and wished them well for the future.

Corporate

5 Corporate Risk Register

5.1 The Board reviewed the current corporate and cross-cutting risks noted in the Corporate Risk Register as well as proposed risks for inclusion and removal from the register.

6 Diversity & Inclusion Update

6.1 Board diversity champion, Gillian Baranski, provided an update on progress against diversity targets. Work completed to date included focus group discussions with new parents to look at ways in which they could be further supported when returning to work.

6.2 Achievements made since the last Diversity and Inclusion update, included:

- the revitalisation of the Minority Ethnic Staff Network;
 - the Welsh Government being the first public sector organisation to achieve Disability Confident Level 3; and
 - the apprenticeship outreach strategy, which had led to a significant increase in numbers of candidates from a Black and Minority Ethnic background and had been recognised with a Chartered Institute of Personnel and Development award.
- 6.3 It was agreed that the Board should hold a progress review session with the staff diversity networks to gain insight into the issues facing their members when the new Directors General were in post.
- 6.4 Gillian, David Richards as informal champion for Mind Matters, and Jo Glenn and the rest of the Equality in the Workplace team were thanked for their work. The efforts of the External Communication team and Zsanett Shashaty, Outreach & Placements Manager, in particular, were also praised as being key to the success achieved.
- 6.5 The Board agreed:
- that the developing Health & Well-being Strategy should encourage senior civil servants to become role models for the Disability Confident initiative, and should include actions to ensure that the Welsh Government was seen as a 'safe' organisation where staff could be open about mental health issues;
 - to a proposed all-Wales outreach/resourcing strategy, which would include further community engagement.

Regular Items

7 **Permanent Secretary's Items and Exception Reports** **[Board(17)063]**

- 7.1 David Richards presented a paper setting out proposals for a future senior decision-making structure aligned with the requirements of *Prosperity for All*.
- 7.2 The Board welcomed the more streamlined structure and agreed:
- the importance of ensuring representation from the business on any groups led by the corporate centre;
 - the importance of Non-executive Director involvement;
 - appropriate trade union side representation would be important;
 - the importance of ensuring Remuneration Committee business was managed independently and consistently;
 - the importance of receiving the support of the business for the changes.
- 7.3 It was agreed that further proposals should be brought back to show how the three proposed Board sub-committees could operate most effectively.

- 7.4 Natalie Pearson, Head of Engagement & Innovation, provided an update on the Future-proofing work being undertaken, including a Senior Civil Service event on the implementation of *Prosperity for All*, the development and testing of proposals for new performance management designs, and the training of 90 Future Engage Deliver coaches. A TEDx event on innovative and collaborative policy and a deep capability scan were also scheduled to take place.
- 7.5 The Permanent Secretary thanked Natalie for her energy and enthusiasm.

8 **Sub-Committee Updates**

- 8.1 The Audit and Risk Assurance Committee Chair, Elan Closs Stephens, provided an update on the Committee's last meeting. The Committee had received a presentation on emergency/disaster procedures and noted the valuable contribution of volunteers in the organisation who would be called upon to ensure the effective operation of procedures in the event of an emergency.
- 8.2 The meeting had been the last for Adrian Webb, Non-executive Director.
- 8.3 Dean Medcraft, ESNR Director of Finance & Operations and Chair of Operations Committee, reported that the Permanent Secretary had attended the last Operations Committee meeting as an observer. The Committee had discussed the CTM Travel Management System, the centralised requisitioning model being introduced in ESNR, and the Future ICT Programme.
- 8.4 James Turner, Chair of the Senior Civil Service (SCS) Remuneration Committee, reported that discussions at the Committee's last meeting had included the management of Temporary Duty Allowances, the SCS pay system and movement into the SCS.
- 8.5 David Richards, as Chair of the Legislative Programme Board, reported that a number of large and complex Bills were being developed and that the team would be undertaking a stocktake of legislation.

9 **Any other business**

- 9.1 The Permanent Secretary drew Board members' attention to the papers to note.

Board Secretariat, 30 October 2017