

**Board Meeting, 20 July 2017**

AGENDA ITEM: 1

Title of paper:	Operations Committee Annual Report 2016-17
Purpose of paper:	To provide the Board with a short Annual Report on the work of the Operations Committee during 2016-17.
Action required by the Board:	No decision needed. The Board is asked to consider and discuss the Annual Report.
Official presenting the paper:	Carla Lyne, Director EPS Operations
Paper prepared by:	Sarita Marshall, Secretariat
Publication:	This paper should be published.
Date submitted to Secretariat	N/A

Operations Committee Annual Report, April 2016 - March 2017

Role and remit:

The Terms of Reference (attached at annex A) for the Operations Committee define 'Operations' as *'those day-to-day activities and tools which drive behaviours and business functions to operate in a manner which best supports [the Board], Ministers and the delivery of Welsh Government priorities'*.

At its 10 May meeting, the Committee undertook its first annual review of the Terms of Reference, looking at what had worked well for Operations leads and for the organisation as a whole, how the Committee could best support the Board, and how it could add most value.

The Committee noted in that discussion that:

- the reduced size of the group (since the refresh in October 2015) had facilitated more collaborative working both within and outside formal Committee meetings;
- it had supported the Board in 'running the business' and helping facilitate changes affecting staff;
- there had been a collective will in the Committee to work together to do things consistently across the Groups.

The Committee also noted that they would welcome further clarification on their role and remit as part of the Permanent Secretary's review of the Terms of the Reference of the Board and its sub-committees.

Operations Committee Business:

The following account provides an overview of business conducted by the Operations Committee during the financial year 2016-17.

The Operations Committee met on a monthly basis in 2016-17 with the exception of July and August 2016, and in the course of those meetings:

- Provided input on attendance management, business continuity and Flexible Posting proposals prior to submission to the Board;
- Considered updates from the Office of the Chief Digital Officer (CDO) on issues including the Future ICT Programme, the Flexible Working pilot, and the Welsh Government Digital Action Plan;
- Assisted the CDO in forming a Task & Finish Group to take forward decisions on specific ICT matters;
- Considered HR issues, such as Performance Management, the Programme for Learning and the 'Dying to Work' campaign;
- Approved changes to records management policies for implementation across the organisation;
- Provided leadership on the rollout of a common approach to business planning;
- Welcomed the Information Commissioner's Office (ICO) to Committee to discuss how closer working could ensure that information rights are taken into account in the development of legislative/policy proposals;

- Provided oversight of the Business & Common Corporate Services workstream of the Preparing for the Future Programme;
- Considered items of business, such as the governance of arm's-length bodies, procurement and health and safety issues; and
- Reviewed key management data.

As a result of discussions at Committee, a number of 'spin-off' meetings have taken place, which have been valuable in helping to progress important pieces of work and in promoting collaborative working across the Groups. Matters progressed in this way have included Flexible Working proposals, the strategic targeting of apprenticeship opportunities and the Health & Wellbeing Strategy.

Programme of Visits:

The Committee has held a number of meetings and engagement sessions in offices around Wales. The Committee feels that these have been valuable opportunities to increase awareness of the Committee and its work and to hear about work undertaken in regional offices and the particular issues affecting staff in those locations.

In 2016-17, the Committee visited the following offices:

Date	Location	Activities
November 2016	Aberystwyth	Senior team open session Open staff session Visit to Wales Veterinary Scientific Centre Operations Committee meeting
February 2017	Bedwas	Open staff session Operations Committee meeting
April 2017	Carmarthen	Open staff session Visit to National Botanic Garden of Wales Operations Committee meeting
May 2017	Merthyr	Open staff session on Flexible Working Operations Committee meeting

Communicating the work of the Operations Committee:

An informal note of each Operations Committee meeting is provided to members shortly after the meeting for cascading within their Groups and is also published on the intranet. Where the Committee has visited a regional office, this is accompanied by a short news article outlining the Committee's activities during the visit.

It is worth noting that one of the observers to the Committee (there is a standing invitation to staff to attend meetings as observers) noted that, in her

view, Operations Committee was one of the more visible strategic groups within the organisation.

Operations Committee Membership 2016-17:

Operations Committee Member	Group	Attendance
Sioned Evans (Chair from December 2015)	Office of the First Minister and Cabinet Office	9 of 10
Joanna Jordan	Health and Social Services	10 of 10 (including two meetings attended by a deputy)
Dean Medcraft	Economy, Skills and Natural Resources	10 of 10 (including one meeting attended by a deputy)
Carla Lyne	Education and Public Services	10 of 10 (including one meeting attended by a deputy)
Peter Kennedy (member until December 2016)	Office of the First Minister and Cabinet Office	7 of 7 (including seven meetings attended by a deputy)
James Owen (member from January 2017)	Office of the First Minister and Cabinet Office	2 of 3
David Richards (required to attend quarterly)	Office of the First Minister and Cabinet Office	4 of 10
Gawain Evans	Office of the First Minister and Cabinet Office	9 of 10

The following attend in an advisory/engaged observer capacity:

Caren Fullerton (engaged observer from March 2017)	Education and Public Services	Attended when agenda included items of relevance to her role as Chief Digital Officer
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Marcella Maxwell	Office of the First Minister and Cabinet Office	10 of 10 (including one meeting attended by a deputy)
Sally-Ann Efstathiou	Office of the First Minister and Cabinet Office	10 of 10
Katie Antippas	Trade Union Side	9 of 10

**Board Secretariat
June 2017**

Annex A

**Welsh Government Operations Committee
Terms of Reference**

Purpose of the Operations Committee

This document sets out the Terms of Reference for the refreshed Operations Committee to ensure that all members and stakeholders are sighted on the Committee's role and remit.

Chair

To be confirmed in discussion with the Permanent Secretary.

Secretariat

Office of the First Minister and Cabinet Office.

Role of the Committee

The new Operations Committee has been established to provide strategic leadership and direction on the running of Welsh Government Operations. In this context, 'operations' are defined as *'those day-to-day activities and tools which drive behaviours and business functions to operate in a manner which best supports [the Board], Ministers and the delivery of Welsh Government priorities'*.

Operations Committee is a formal Sub-Committee of the Board.

The Operations Committee is responsible for taking decisions on strategic operational issues and for referring and advising the Board on operational issues outside its agreed delegation. A list of delegations is to be determined but would include areas such as Operations functions, Governance, HR and ICT.

In carrying out its role, the Committee will:

- operate with delegated authority from the Permanent Secretary in relation to operational matters;
- make decisions on operational activity within its delegation with timeliness and openness;
- commission work from colleagues as necessary to help fulfil its purpose;
- work on a 'nominated and empowered deputy' basis;
- invite others to attend as necessary in order to assist with its discussions;
- consider forward planning activity aligned to Board ambitions; and
- operate flexibly to ensure discussion and decisions happen within the appropriate timeframe.

In addition, the Operations Committee members will support wider business improvement activity by:

- championing proposals which help deliver Preparing for the Future objectives, providing consistent messages which support the organisation to develop and operate as efficiently and effectively as possible;
- providing a challenge function in relation to the implementation of new policies or initiatives;
- ensure operational adherence to agreed corporate policies, strategies and standards;
- actively pursuing actions in their own Groups;
- routinely sharing information with colleagues on the activity of and actions taken by the Committee; and
- taking ownership for the delivery of agreed corporate change in their own business areas.

Membership and Chairing arrangements

Membership of the Operations Committee is drawn from the SCS within each of the four Welsh Government Groups:

- The Office of the First Minister and Cabinet Office (OFMCO);
- Education and Public Services (EPS);
- Economy, Skills and Natural Resources (ESNR); and
- Health and Social Services (HSS).

The Chair will be appointed by the Permanent Secretary and will be a member of the Board.

To ensure continuity, the Chair will be drawn from existing membership and should be rotated on a biennial basis.

In the event of the Chair being unable to attend a meeting, one of the four Group operations leads should substitute.**

Members:

Core Members	Deputy
Chair – from existing membership	from existing membership
Joanna Jordan (HSS Operations lead)	Tracey Breheny (HSS)**
Dean Medcraft (ESNR Operations lead)	Carl Alexis(EPS)**
Carla Lyne (EPS Operations lead)	Pete Jones (EPS)
Sioned Evans (OFMCO Operations lead)	Damien O'Brien (OFMCO)**
James Owen (OFMCO)**	Julie Carne (OFMCO)**
David Richards (OFMCO) – to attend on a quarterly basis	
Gawain Evans (OFMCO)	
Members attending in an advisory	

capacity	
Marcella Maxwell (OFMCO)	
Sally-Ann Efstathiou (OFMCO)	
TUS Chair (as an 'engaged observer')	

There would be an open invitation to a representative from Legal Services to attend the Committee to provide legal input as and when required.

Regional engagement to be reviewed and concluded in December following discussion around the role of a building SRO.

Quorum**

The Committee will not be considered quorate unless at least three Operations leads (or two Operations leads and one nominated deputy) are present.

Frequency/structure of Meetings

- The Operations Committee will aim to meet monthly
- An allocation of 2.5** hours will be given to each meeting
- Members will have an opportunity to propose agenda items for inclusion, and inclusion of any proposed item will be at the discretion of the Chair.
- There will be 4 Standing Agenda items:
 - Preparing for the Future;
 - Health and Safety;
 - Corporate Services (to include ICT, HR, Location Strategy);
 - Governance Issues (on a quarterly basis)

Reporting/Communication arrangements

A brief Annual Report on the work of the Committee will be presented to the Board and, alongside the formal minutes, more informal monthly updates will be produced for cascading. In addition, wider communications to staff will be issued via the intranet as and when needed.

Each member of the Committee will be responsible for cascading information, as appropriate, within their areas of responsibility.

The reporting arrangements will be reviewed following submission of the first Annual Report.

Review

The Terms of Reference for this Committee will be reviewed on an annual basis.

**Insertions/amendments since Terms of Reference was last considered in October 2015