

Board Paper to note



Llywodraeth Cymru  
Welsh Government

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Minutes of the Board Meeting, 5 April 2019

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**Present:**

Shan Morgan  
Andrew Goodall  
Tracey Burke  
Natalie Pearson  
Gawain Evans  
David Richards  
Peter Kennedy  
Jeff Godfrey  
Gillian Baranski  
Jeff Farrar  
Gareth Lynn  
Ann Keane  
Ellen Donovan  
Francesca Hill  
Helena Bird

**In attendance:**

Piers Bisson  
Simon Brindle  
Jo Glenn  
  
Secretariat:  
Charmain Watts

**Apologies:**

Des Clifford  
Andrew Slade

**1. Welcome**

1.1 The Permanent Secretary welcomed everyone to the meeting and introduced the shadow board member, Francesca Hill. Francesca is one of three shadow board members who will attend the meetings in rotation.

2.1 Piers Bisson and Simon Brindle joined the meeting.

2.2 Piers advised that the Prime Minister has written to the European Union to request a further delay to Brexit until 30 June. She has proposed that if UK MPs approve a deal in time, the UK should be able to leave before European Parliamentary elections on 23 May. He further advised that she has confirmed

that the UK would prepare to field candidates in those elections in case no agreement is reached.

2.3 A Special European Council will take place on the 10 April where the EU 27 will discuss and decide on an extension.

2.4 Piers advised that the UK Government had established a new Cabinet Committee on EU Exit Preparedness and an associated officials group which the First Minister and Welsh Government officials respectively will be invited to regularly.

2.5 Simon outlined the progress with 2 key strands of work:

- (1) Legislation
- (2) Additional Welsh Government Actions

2.6 Advising that these 2 strands of work were monitored closely and scrutinised via the EU Sub Committee and Brexit Executive Committee.

2.7 The Board discussed resourcing pressures and the delivery of business as usual and other commitments alongside Brexit. The Permanent Secretary advised that a meeting was arranged with the First Minister at the end of the month to discuss this.

### **3. Finance Report**

3.1 Gawain Evans presented the Finance Report, which covers the period 1 April 2018 to 28 February 2019 (month 11). It includes forecast outturn figures set against the 2018-19 budget, which for this, and future periods, is the Second Supplementary Budget 2018-19 and was laid before the Assembly on 5 February 2019.

3.2 The discussion largely focused on an overview of the financial position, the respective Main Expenditure Group (MEG) positions (Capital and Revenue) and the Departmental Expenditure Limit (DEL). The Board also discussed the end of year spend and the importance of profiling.

3.3 Gawain advised MFT will be writing to cabinet colleagues on the issue of identifying underspends earlier in the year to facilitate a discussion about priorities. The Permanent Secretary indicated that she would also be writing to AAOs emphasising the need for greater and earlier transparency over forecasts. Gawain provided a brief update on the increased funding of pension, an action from the last Board meeting.

3.4 The Board discussed workforce planning and the Permanent Secretary advised that work had commenced to streamline some processes within the organisation with various options being presented to ExCo on Thursday.

**ACTION 1:** A paper on workforce planning to be circulated at a future Board meeting.

#### 4. Diversity and Inclusion Update

4.1 Gillian Baranski was joined by Jo Glenn to provide a presentation on diversity and inclusion. The presentation focused on the following key areas:

4.2 The diversity targets in becoming an exemplar organisation,

4.3 Welsh Government workforce statistics, including Grade 7, Grade 6 and Senior Civil Servants,

4.4 Strengthening the Grade 6 and 7 pipeline via:

- Dedicated training programmes (Positive Action Pathway programme and Future Leaders Scheme.)
- Identifying BAME and disabled staff to offer support and development.
- Tailored training package for women leaders.
- Coaching and mentoring (including reverse mentoring).
- Talent management including sponsorship.
- Focus groups held for Grade 7, 6 and SCS women.

4.5 Gillian further summarised the achievements since 2018 and the fantastic work carried out by the Networks.

4.6 There was a discussion on progress with the targets with a number of Board members commenting they should not drive our delivery. It was important to make a strong statement about our ambitions and our values as part of being an inclusive employer.

**ACTION 2:** Circulate Nastassja Wiseman's latest blog.

4.7 The Permanent Secretary and Board thanked Gillian and her team for their continued effort and commitment in delivering this work.

## 5. Perm Sec Items and Sub-committee items

5.1 Jeff Farrar advised that the Permanent Secretary had asked him in his role as a Non-Executive Director on the Board to lead a task and finish group to advise her on what might be a suitable approach to preparing an enhanced and systematic set of Key Performance Indicators for the Welsh Government. He explained that he would draw upon the existing material ensuring to capture all of the relevant material held across all Departments. Following this exercise, he will consider what additional measures we could usefully adopt to allow us to monitor progress and achievement more effectively. A further update will be provided to ARAC and Board following this exercise.

**ACTION 3:** An update to be provided to a future ARaC and Board on the KPI work.

5.2 Ann Keane provided feedback from the last ARaC meeting and advised that the committee had agreed a more systematic sharing of information (minutes and key documents to be shared with WG Board NEDs; the Corporate Risk Register to be shared with the Group ARaC Chairs). Helen Morris presented an item on Risk Management Improvement and Claire Collett reported on findings from IAS reports. There were also reports on the progress being made on the annual report and accounts. Ann further advised that arrangements were in place for the Welsh Government Non Executive Directors to meet the Scottish Government Non Executive Directors to share learning, discuss priorities and challenges and to compare Governance models.

5.3 Jeff Farrar provided an overview on the Remuneration Committee – this included discussions around Director/Deputy Director posts and succession planning. He advised that 2 Deputy Director posts had been agreed.

5.4 David Richards provided an update on the Legislation Programme and advised there was some delay due to resourcing issues, he also advised that the Welsh language bill had been suspended, and consideration was being given to adding another bill in its place.

## 6. Any other business

None

## 7. Cabinet Office Security Briefing (Training Session)

**Actions arising at Board meeting**

<b>ACTION</b>	<b>LEAD OFFICER</b>	<b>LATEST POSITION</b>
<b>ACTION 1:</b> A paper on workforce planning to be circulated at a future Board meeting.	Natalie Pearson	Has been included on the forward work plan. Table in July.
<b>ACTION 2:</b> Circulate the feedback/case studies showing the success of the Networks.	Gillian Baranski/ Secretariat	Closed
<b>ACTION 3:</b> An update to be provided to a future ARaC and Board on the KPI work.	Jeff Farrar	Closed