

## Minutes of the Welsh Government Board Meeting, 16 July 2021

**Present:**

Shan Morgan  
Meena Upadhyaya  
Ellen Donovan  
Gareth Lynn  
Andrew Goodall  
Andrew Slade  
Claire Bennet  
Des Clifford  
Andrew Jeffreys  
Peter Kennedy  
Natalie Pearson  
Gawain Evans  
Helen Lentle  
Charlotte Thomas  
Piers Bisson

**In attendance:**

Simon Dean  
Samia Saeed-Edmonds  
Andrew Sallows  
Jo Glenn  
Catrin Sully

**Secretariat:**

Charmain Watts

**Apologies/not present:**

Reg Kilpatrick  
David Richards  
Tracey Burke  
Jeff Farrar

### 1. Welcome

1.1 The Permanent Secretary welcomed all attendees and informed board that apologies had been received from Tracey Burke, Reg Kilpatrick and David Richards. She further explained that Jeff Farrar would not be attending the meeting today.

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1.2 The Permanent Secretary asked board members if they are content with the minutes from the last meeting. Any comments and or updates should be fed back to the secretariat before they are published next week.

## 2. Current issues, including Covid 19

2.1 Andrew Goodall and Simon Dean updated the board on the latest developments on the Recovery Programme for Health, which is a key action in the Programme for Government.

2.2 Simon advised:

- COVID-19 has had a major impact on society, both health and social care services have faced major challenges to respond to in order to keep the population and their workforces safe.
- The “Health and Social Care in Wales Covid 19: Looking forward” document was published in March, which summarises the strategic direction of recovery.
- While the scale of the costs of recovery is not fully known, it will be considerable. The detail of plans, which have to balance the continued response to COVID-19 with recovery, implications for the workforce, and the costs, will take time to develop. We have an opportunity to allocate resources differently to encourage the right behaviours and approaches in recovery.
- NHS organisations will need certainty about future resources in order to make sustainable decisions rather than respond with short-term actions only, in line with the principles of the Future Generations Act.

2.3 The board welcomed the update and further discussions focussed on:

- Challenges.
- Staff resource - including recruitment and the challenge of retaining staff.
- How we continue to deliver wider public health and prevention work alongside the continued pandemic response.
- Waiting lists.
- Funding.

2.4 The Non-Executive Directors asked whether the processes that have changed during covid will continue to be used going forward. Simon advised that the changes that have improved services will continue and

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recovery will present opportunities to transform services using learning from the COVID-19 response, for example virtual consultations.

### 3. Shadow Board Proposal

3.1 Andrew Jeffreys and Jo Glenn explained that since the initial discussions on how a shadow board could work at WG Board on 26 March, a number of meetings have been held with current and previous shadow board members and at the Diversity Inclusion Steering Group (DISG).

3.2 Andrew referred to the paper that proposes that as part of our commitment to improve the diversity of our decision making fora, a shadow board should be established of diverse members of staff that will meet before each WG Board to discuss board papers. The Chair of the shadow board will attend WG Board to give the shadow board's views on every item, this will mean that the WG Board itself will be challenged in its thinking by a group of people who reflect the diversity of our organisation. Jo further explained the arrangements which included:

- Method of recruitment.
- Time commitment.
- Proposed membership.
- Allowing time at board meetings to allow for consideration of shadow board views at every item.
- Evaluation to learn lessons for other decision making fora.

3.3 The board welcomed this proposal and fully supported it, key points included:

- Members recognised that the WG Board agenda will have to be reduced to allow time for the shadow board Chair to provide feedback.
- The NEDs asked for further information around lessons learnt from other organisations.
- The shadow board should not become a lobbying forum.
- Members agreed that we should monitor and evaluate the impact on the WG Board.
- Trade Union should be invited to attend the shadow board.
- Board members welcomed sight of the terms of reference once drafted

**ACTION 1** – Feedback on lessons learnt from other Government Departments and organisation to be sent to the NEDs.

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**ACTION 2** – Further information to be provided around how we evaluate/measure the impact of the shadow board.

### 4. Programme for Government

- 4.1 Catrin Sully provided an update on the delivery of the Programme for Government which was published on 15 June.
- 4.2 Catrin explained:
- the Programme for Government comprises of 96 Cabinet-owned commitments which require cross-government identification and focus; a further 149 commitments that will be owned by individual portfolio Ministers are contained in the document. Catrin advised that business leads had been assigned to the Business Information Reporting Tool, BIRT, which will be used to monitor delivery of the actions.
  - the First Minister had held a series of bilaterals with Ministers to discuss a series of papers/plans that require early political thinking and/or decisions.
  - for the first time, this year's commissioning for the 2022-3 Budget is a joint process between Welsh Treasury and Cabinet Office, to ensure alignment between the Programme for Government and the Budget.
- 4.3 The Non-Executive Directors asked about the resource required to deliver the Programme for Government. The Permanent Secretary advised that she has regular meetings with the First Minister and Director Generals have regular meetings with Ministers - resourcing requirements and prioritisation of work will continue to be part of those discussions.
- 4.4 The board acknowledged that the Programme for Government is a 5 year plan and resources needed to be mapped long term as well as short term.
- 4.5 Non-Executive Directors offered their assistance in providing support, challenge or scrutiny to help deliver this work. The board welcomed this.

**ACTION 3:** Catrin Sully to consider how Non-Executive Directors can help support the delivery of the Programme for Government.

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5. Any other business

5.1 None