



**Summary Minutes of the Board
Meeting, 25 January 2013**

Agenda Item: 2

Present:

Permanent Secretary (Chair)
Bernard Galton
Owen Evans
James Price
June Milligan
Gareth Jones
Jeff Godfrey
David Richards
John Howells
Elan Closs Stephens
James Turner
Adrian Webb
David Sissling
Caren Fullerton

In attendance:

Natalie Pearson
Richard Wilson (Item 5)
Lynne Hamilton (Item 6)

Apologies:

Michael Hearty

Secretariat:

Emma Alexander
Catherine Evans

1. The Chief Medical Officer, Dr Ruth Hussey [Oral]

- 1.1 The Permanent Secretary welcomed the Chief Medical Officer (CMO), Dr Ruth Hussey, to the meeting.
- 1.2 The CMO delivered a presentation entitled 'Healthier and Happier', which focused on her vision for public health in Wales. She made the following points:

Wellbeing, both emotional and physical, was an important concept;
There was a need to create belief that we could change things;
There was clarity about the outcomes that needed to be achieved;
The intention was not to be prescriptive in the way change was delivered, as it was important to be flexible and sensitive to the needs of different communities;
Health inequalities were affected by social inequalities;
Use of technology was important in improving service delivery;
The challenges were immense but transformation was vital.

1.3 The following points were raised in discussion:

It would be important not to underestimate rural deprivation;
Jobs, housing and the local environment were major issues for some and needed to be tackled in order to improve wellbeing;
With the growth of jobs in social care, consideration should be given to ensuring that they were not low paid, insecure jobs;
It was agreed that the CMO should have a separate conversation with June Milligan, Director General, Local Government & Communities to discuss what more could be done across the board in tackling poverty;
There was a need to focus on the physical wellbeing of the long-term unemployed to ensure they were fit for work;
Wellbeing needed to be weaved into sustainable development and conversations were already in hand on this issue;
The Sustainable Development legislation should provide a vehicle for public sector organisations to take decisions based on sustainable development and wellbeing;
Wales could be at the forefront of change but there was a need to instil confidence in those in leadership.

1.4 The Permanent Secretary thanked the Chief Medical Officer for an inspiring and thought provoking presentation.

2. Permanent Secretary's Items [Oral]

2.1 The Permanent Secretary gave a brief update on the Programme for Government (PfG) Delivery Group which had met the previous day and discussed tackling poverty. He said that the Director Generals would meet in this format once a month.

2.2 The Permanent Secretary referred to recent media coverage about the UK civil service. Although it concerned Whitehall, there was a concern about the potential affect on staff morale. He said it would be important for the Board to be aware of this and consider how best to address it in relation to Welsh Government staff.

Director General (DG) Exception Reports

2.3 The Permanent Secretary invited DGs to share key issues from within their areas with Board colleagues. Issues raised included the 2nd tranche of the census results on the Welsh language, progress on the Works project, Natural Resources Wales, the Silk Commission, Cardiff Airport, Council Tax support, a fresh approach to supporting bus services, the Food Hygiene Ratings Bill and NHS Service Change.

Operations Group

2.4 John Howells, Chair of the Operations Group, gave a brief update on the January meeting where items discussed had included ICT outages, changes on progression, Ministerial correspondence and major projects. Following a discussion on staff numbers at its previous meeting, Operations Group had requested assurance from departments on affordability of staff. John Howells assured the Board

that the figures received confirmed the affordability of staff moving forward.

Remuneration Committee

- 2.5 James Turner, Non-Executive Director and Chair of the Remuneration Committee, gave a brief update on the meeting held in December. Items discussed had included variable pay and a proposal to change responsibility for salaries following the JESP (Job Evaluation for Senior Posts) evaluation. The Committee had agreed that it should retain responsibility to ensure fairness across the organisation.

Corporate Governance Committee

- 2.6 Elan Closs Stephens, Non-Executive Director and Chair of the Corporate Governance Committee, gave a brief update on the meeting held the previous day. The Permanent Secretary had presented the broad headlines of the planned actions from his Reviews. In addition, items discussed had included NHS Finances, a paper on fraud, the Wales Audit Office's audit plan and the Corporate Risk Register. Elan said that the Committee would be recommending to the Board that it accepted the Risk Register.

3. Minutes of 21st December and Matters Arising [Board(12)002]

- 3.1 The minutes of the meeting held on 21st December were agreed as an accurate record.

4. Permanent Secretary's Reviews

- 4.1 Natalie Pearson, Head of Engagement and Innovation, drew attention to the Communication & Engagement Materials which had been tabled at the meeting. They outlined how the outcome of the Permanent Secretary's Reviews would be communicated internally.
- 4.2 The First Minister had confirmed that he was content with the direction of travel and it was intended that a newpage item to staff would be published the following Monday. A one page infographic had been produced for inclusion with the item. It was agreed that comments on the infographic should be sent to Natalie by close of play on Friday 25th January.
- 4.3 A series of engagement sessions with staff had been planned in offices around Wales, beginning with one in Cardiff the following Tuesday. It was agreed that DGs should encourage their staff to book onto a session.
- 4.4 As the Reviews highlighted the organisation's alignment with the Government's priorities, it was agreed that it would be useful to send Ministerial Private Offices and Special Advisers a link to the newpage item.

- 4.5 The Board welcomed the Communications Plan and the proposed direction of travel.

5. Major Projects [Board(13)004]

- 5.1 Richard Wilson, Deputy Director, Programme and Project Management Division, introduced the paper which provided an update on progress for improving assurance for major projects across the Welsh Government. A draft list of major projects was included with the paper.

- 5.2 The following points were raised in discussion:

The list was a good way of capturing what the organisation was doing collectively;

The centre was offering support and assurance to staff managing projects across the organisation and its resource needed to be focused on areas where it could best support;

Operations Group would monitor major projects but the Board should also periodically review them;

The draft list included more than just capital projects;

It would be impossible to capture every project on the list;

It was important to note that not all expertise would be in the centre;

Senior Responsible Owners (SROs) should be carefully selected and, if needed, taken off their day job whilst managing a project;

Consideration should be given to training requirements for SROs. The Major Projects Authority provided a 13 week training course, which could be an option for SROs;

Some programmes/projects were delivered by the Welsh Government whilst others were being delivered through contractual arrangements.

- 5.3 The Permanent Secretary thanked Richard Wilson and John Howells, on behalf of Operations Group, for their work on improving assurance on major projects.

- 5.4 The Board endorsed the approach for monitoring major projects and agreed that there should be two parts to the list; the first to capture major capital projects and the second to capture other major projects. Financial criteria should be drawn up to identify major capital projects and a list of factors drawn up to identify 'other' major projects. These should be brought back to the Board for agreement.

6. Financial Management Performance Report [Board(12)005]

- 6.1 The Permanent Secretary welcomed Lynne Hamilton in her new role as Director of Finance and Procurement.

- 6.2 Lynne Hamilton introduced the report on the Welsh Government's 2012-13 forecast outturn position as at Month 9, which covered the period 1 April 2012 to 31 December 2012.

- 6.3 The Board noted the content of the paper and discussed implications arising from the forecast outturn for 2012-13. James Price, Director General for Business, Enterprise, Technology and Science (BETS) alerted Board members to the fact that the Cardiff Airport budget provision couldn't be confirmed until the business case had been completed. It was agreed that a separate conversation should be held between James Price and Lynne Hamilton about BETS budgeting.
- 6.4 Lynne Hamilton said she intended to revisit the process for producing the monthly finance reports and would also seek to improve on the format and presentation of the report. The Board said that it was useful for any key issues or concerns to be highlighted to them at the meeting.
- 6.5 The Permanent Secretary thanked Lynne Hamilton for the report.

7. Any other business

- 7.1 No other items of business were raised.

Board Secretariat, 29 January 2013