



Llywodraeth Cymru
Welsh Government

**Summary Minutes of the Board
Meeting, 23 October 2015**

AGENDA ITEM: 6

Present:

Permanent Secretary (Chair)
Owen Evans
Andrew Goodall
Adrian Webb
Peter Kennedy
James Turner
Elan Closs Stephens
James Price
David Richards
Natalie Pearson
Gillian Baranski
Jeff Godfrey

Secretariat:

Emma Alexander
Catherine Evans

In attendance:

Toby Mason (item 1)
Jo Salway (item 1)
Simon Jones (item 1)
Matthew Denham-Jones (item 2)
Sarah Morgan (item 3)
Richard Shearer (item 4)
Sian Pope (item 5)

Apologies:

Gawain Evans

The Permanent Secretary noted that Gawain Evans had recently been appointed as Finance Director and had been invited to join the Board in his new role.

Governance & Performance

1. Monitoring Delivery Progress [Oral]

- 1.1 James Price, Deputy Permanent Secretary, Economy, Skills and Natural Resources, gave an oral update on the Metro and Jo Salway, Deputy Director, Strategic Budgeting gave an update on the City Deal.
- 1.2 Following a brief discussion, the Permanent Secretary thanked James and Jo for an interesting update.

2. Finance Report Board(15)051

- 2.1 Matthew Denham-Jones, Head of Budgetary Control & Reporting introduced the report on the Welsh Government's 2015-16 forecast outturn and reserves position as at 30 September 2015 (month 6).
- 2.2 The Director General for Health and Social Services/Chief Executive NHS Wales, Andrew Goodall, gave an update on the health position.
- 2.3 Following a brief discussion about the implications arising from the forecast outturn, it was agreed that future reports should present budgets in Group format as well as by Main Expenditure Group.
- 2.4 The Permanent Secretary thanked Matthew for the report and said he intended to discuss potential future budget management in more detail with the Director of Finance, Gawain Evans and other finance officials.

Corporate

3. Equality and Diversity Update Board(15)052

- 3.1 Gillian Baranski, Chief Executive of CAF/CASS Cymru and the Board Champion for Equality and Diversity gave a presentation to the Board on Equality, which supplemented the paper that had been submitted.
- 3.2 The paper set out a number of recommendations and asked the Board to:
 - agree that the Strategic Equality Plan objective covering the Welsh Government as an employer was reviewed for the period 2016-20;
 - agree to the setting up of a Diversity and Inclusion Steering Group, which would develop a Diversity Action Plan;
 - nominate appropriate and enthusiastic Diversity Champions to actively work to improve and promote diversity and inclusion;
 - consider providing additional resources to Corporate Services to ensure it could deliver this agenda on a sustainable basis;
 - consider whether the organisation should work towards accreditation across other protected characteristics;
 - nominate a Board member to champion each of the four networks;
 - support undertaking outreach events;
 - actively support the Unconscious bias on-line training; and
 - pilot the introduction of 'gender mix' shortlists for SCS appointments.
- 3.3 The following points were raised in discussion:
 - The Diversity Champions would sit on the Steering Group which would be chaired by Gillian Baranski initially;
 - The Group's first task would be to develop and agree a Diversity Action Plan;

- Any external recruitment that took place should be used as an opportunity to attract as diverse a field as possible;
 - Leadership of the various Diversity Networks within the organisation was crucial to taking this work forward;
 - All Board members should ensure they undertook the unconscious bias training and encourage staff in their areas to do likewise;
 - Welsh Government should aim to be an exemplar in this area, although this could be difficult to measure and would need to be backed up with evidence;
 - Staff should ensure they had completed the unconscious bias training before sitting on interview panels and interviewees should be asked to confirm they had completed this training;
 - A business case needed to be drawn up to outline the additional resource required to deliver this work, but the resource should then be found within OFMCO if possible, although it was suggested that ESNR may have staff in outward facing Equality roles who may be able to assist.
 - Consideration should be given to using Robert Peston's 'Speakers for Schools' network as part of any outreach work.
 - A written proposal, including Human Resources & Legal Services' agreement, regarding gender mix shortlists for SCS appointments, should be provided to the Permanent Secretary.
- 3.4 The Board agreed the recommendations, subject to the further information being provided on shortlists for SCS appointments, and the Permanent Secretary thanked Gillian Baranski for the update. He also thanked Sarah Morgan, Equality Adviser, on behalf of the Board for her work in driving forward these issues.

4. Review of Corporate Risk Register Board(15)053

- 4.1 In the absence of Helen Morris, Head of Governance and Assurance, David Richards, Director of Governance, introduced the paper. The Board was asked to consider the corporate risks; decide if the proposed risks, scores and risk targets were acceptable; consider whether the mitigation response was sufficient; and decide if the new scoring matrix should be adopted.
- 4.2 Following a brief discussion, it was agreed that the Corporate Risk Register in its proposed new format should be discussed in detail by the main Audit & Assurance Committee at its December meeting before being resubmitted to the Board for discussion.

5. Update on Complaints Board(15)054

- 5.1 David Richards, Director of Governance, and Siân Pope, Head of Reducing Complexity, Innovation & Insight, introduced the paper which asked the Board to agree to creating complaints leads in each Group and to receive six-monthly reports to review a synthesis of complaints and wider organisational data.

- 5.2 Following a recent audit, the Complaints Advice Team had identified actions that would improve the use of organisational data. Wider discussions with colleagues in Audit, Whistleblowing, HR and Social Research had highlighted that consolidating lessons learned across the organisation would be of benefit in providing an insight into trends that appeared and create a wider cycle of improvement.
- 5.3 The following points were raised in discussion:
- The definition of a complaint in this context referred to examples of 'mal-administration';
 - Complaints leads would help in logging all complaints centrally;
 - The new approach should create greater consistency across the organisation in the handling of complaints and help to identify trends.
- 5.4 The Board agreed the proposals and agreed that the next update should include a review of how the new approach was working in practice.

Regular Items

6. Draft Minutes of 25 September and Matters Arising Board(15)055

- 6.1 The minutes of the meeting held on 25th September were agreed as an accurate record.

7. Permanent Secretary's Items [Oral]

- **Exception reports [Oral]**

- 7.1 The Permanent Secretary referred to the publication of the draft Wales Bill. He also mentioned that the Senior Team had met the Confederation of British Industry earlier that week to discuss the revised management structures.

Exception Reports

- 7.2 The Permanent Secretary invited Board members to share key issues from within their areas with colleagues. Issues raised included Betsi Cadwaladr, the decrease in NHS Wales waiting time figures for September, Stage 4 of the Paving Act, which had been passed by the Assembly and a workshop to bring together all the Welsh Government leads involved in implementation of the Well-being and Future Generations (Wales) Act.

8. Committee Updates [Oral]

Preparing for the Future Update

- 8.1 The Permanent Secretary noted that work was progressing well and a substantive update would be brought to the December meeting.

Operations Group Update & Terms of Reference Board(15)056

- 8.2 Peter Kennedy, HR Director and Chair of the Operations Group briefly reported on the meeting held on 14th October. The Group had agreed the Health, Safety & Wellbeing Annual Report for 2014-15 and the new Learning & Development Strategy, subject to Board approval. The Group had also agreed its revised Terms of Reference, which had been submitted as a paper for the Board's approval. The Board agreed the revised Terms of Reference and noted the change of name to Operations Committee.

Corporate Governance Committee Update

- 8.3 Elan Closs Stephens, Non-Executive Director and Chair of the Corporate Governance Committee said that work was progressing to set up the new Audit & Assurance Committees and the main Audit & Assurance Committee was due to have its first meeting in December.

Remuneration Committee Report

- 8.4 James Turner, Non-Executive Director and Chair of the SCS Remuneration Committee gave a brief update on the meeting held in September, where the Committee had discussed the implications of using Temporary Duties Allowances.

Legislation Update

- 8.5 David Richards, Director of Governance and Chair of the Legislative Programme Board briefly reported on the previous day's meeting, which the Counsel General had attended. Amongst other items, the Board had discussed the Constitutional and Legislative Affairs Committee Report.

9. Any Other Business

- 9.1 Under Any Other Business, the Permanent Secretary said that Chris Dawson, Head of Major Health Conditions, had been appointed as a member of the Shadow UK Civil Service Board (which would have rotating membership) and he would like to invite him to attend future Welsh Government Board meetings as part of this role. The Board agreed that the member should be invited to attend monthly Board meetings.
- 9.2 The Permanent Secretary drew attention to the Workforce Dashboard which had been tabled as a paper to note and noted the sickness absence levels. It was noted that further detail around these figures would be provided at a Senior Team meeting.
- 9.3 The Director for HR, Peter Kennedy, agreed he would provide further information on contractors to the Permanent Secretary.

Board Secretariat, 27 October 2015