



Llywodraeth Cymru
Welsh Government

Board Meeting: 23 October 2015

AGENDA ITEM: 8

Title of paper:	Operations Committee – Terms of Reference
Purpose of paper:	Following the changes to the organisation's structure, and the Board's decision that the Operations Committee (previously Operations Group) should be a Board Sub-Committee, the Committee has redefined their role and agreed a new Terms of Reference for endorsement by the Board.
Action required by the Board:	The Board is asked to agree the revised Terms of Reference.
Official presenting the paper:	Peter Kennedy
Paper prepared by:	Board Secretariat

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.

Members:

Core Members	Deputy
Chair – from existing membership tbc	from existing membership tbc
Joanna Jordan (HSS)	
Dean Medcraft (ESNR)	Julia Douch (EPS)
Carla Lyne (EPS)	Pete Jones (EPS)
Sioned Evans (OFMCO)	
Peter Kennedy (OFMCO)	James Owen (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.

Frequency/structure of Meetings

- The Operations Committee will aim to meet monthly
- An allocation of 2 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.