



Board Meeting: 15 July 2016

AGENDA ITEM: 3

Title of paper:	Operations Committee Annual Report 2015-16
Purpose of paper:	To provide the Board with a short Annual Report on the work of the Operations Committee during 2015-16.
Action required by the Board:	No decision needed. The Board is invited to discuss the report.
Paper prepared by:	Board Secretariat

Operations Committee Annual Report, April 2015-March 2016**Role and remit**

Following changes to the organisation's senior structure in June 2015, the Board agreed that the Operations Committee (formerly Operations Group) should become a formal sub-Committee of the Board. Its role is to provide strategic leadership and direction on the running of Welsh Government Operations.

The Terms of Reference for the refreshed Operations Committee define 'Operations' 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'*.

The Operations Committee is responsible for taking decisions on strategic operational issues and for advising the Board on operational issues outside its agreed delegation. A list of its delegations can be found at Annex A.

In carrying out its role, the Committee:

- operates with delegated authority from the Permanent Secretary in relation to operational matters;
- makes decisions on operational activity within its delegation with timeliness and openness;
- commissions work from colleagues as necessary to help fulfil its purpose;
- works on a 'nominated and empowered deputy' basis;
- invites others to attend as necessary in order to assist with its discussions;
- considers forward planning activity aligned to Board ambitions; and
- operates flexibly to ensure discussion and decisions happen within the appropriate timeframe.

In addition, Operations Committee members support wider business improvement activity by:

- championing proposals that help deliver Preparing for the Future objectives, providing consistent messages that support the organisation to develop and operate as efficiently and effectively as possible;
- increasing awareness and transparency of issues under consideration and discussion;
- providing a challenge function in relation to the implementation of new policies or initiatives;
- ensuring 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 of the delivery of agreed corporate change in their own business areas.

Operations Committee Membership

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 is appointed by the Permanent Secretary and is a member of the Board. To ensure continuity, the Chair is drawn from existing Operations Committee membership and is rotated on a biennial basis.

The Operations Group/Committee met on a monthly basis in 2015-16 with the exception of July, August and September 2015.

Operations Committee Member	Group	Attendance
Sioned Evans (Chair from December 2015)	Office of the First Minister and Cabinet Office	9 of 9
Joanna Jordan	Health and Social Services	6 of 9 (figure does not include three meetings where another official deputised)
Dean Medcraft	Economy, Skills and Natural Resources	7 of 9 (figure does not include two meetings where another official deputised)
Carla Lyne	Education and Public Services	8 of 9 (figure does not include one meeting where another official deputised)
Peter Kennedy (Chair until November 2015)	Office of the First Minister and Cabinet Office	5 of 9 (figure does not include two meetings where another official deputised)
David Richards	Office of the First Minister and Cabinet Office	2 of 9

Gawain Evans*	Office of the First Minister and Cabinet Office	3 of 9
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* Operations Group/Committee member from October

The following were Committee members until September:

Owain Lloyd	Education and Public Services	3 of 3
Damien O'Brien	Office of the First Minister and Cabinet Office	2 of 3
Rob Hunter*	Economy, Skills and Natural Resources	1 of 3 (figure does not include two meetings where another official deputised)
Diane Dunning	Office of the First Minister and Cabinet Office	2 of 3

* Operations Group/Committee member left post in June 2015

The following attend in an advisory capacity:

Marcella Maxwell	Office of the First Minister and Cabinet Office	5 of 9 (figure does not include one meeting where another official deputised)
Natalie Pearson / Sally-Ann Efstathiou	Office of the First Minister and Cabinet Office	9 of 9
Katie Antippas	Trade Union Side	6 of 9 (figure does not include two meetings where another official deputised)

Chair's Summary

The Operations Committee exists to provide advice and leadership on the many and varied strategic operational matters that arise in the course of Welsh Government business. Since I took over as Chair in December, the Committee has considered matters ranging from the implementation of the Welsh Language Standards to carbon reduction, from records management to the Wylfa project. I am grateful to Committee members for their insightful,

honest and helpful contributions during these meetings, which have helped colleagues move matters forward in their respective areas.

Looking to the future, the Committee is keen to hold meetings across the estate in order to hear about some of the work undertaken in regional offices and the particular issues affecting staff in those locations. This will enhance Committee members' understanding of cross-cutting themes and will be invaluable in helping to inform future discussions and decisions.

Operations Committee Business

The following account provides an overview of business conducted by the Operations Committee during the financial year 2015-16.

In the last financial year, the Committee:

- considered and approved attendance management proposals,
- advised on and agreed proposals on implementing Welsh language standards,
- advised on and agreed changes in preparation for the implementation of the Well-being of Future Generations Act,
- provided leadership on ICT issues,
- regularly reviewed and advised on the work being undertaken on Reducing Complexity and Preparing for the Future,
- reviewed other items of regular business including business planning, governance issues, management information, and health and safety issues.

Communicating the work of the Operations Committee

An informal note of each Operations Committee meeting (since its establishment in November) is provided to OC members to cascade to their staff. Operations Committee/Group minutes are made available to all staff via the intranet site.

Board Secretariat
July 2016

Annex A

List of Delegations for Operations Committee

Mission Statement

The overall aim of Operations Committee is to review, scrutinise and advise on corporate policies which affect the majority of the workforce.

(Possible Areas for Consideration):

Governance

- Advice and Engagement on **Reducing Complexity** and **cross-departmental projects**.
- Supporting and driving implementation of **Welsh Language Standards**. Advise on proposals, agree recommendations, where appropriate and assist in cascading messages to Groups.
- Supporting and driving implementation of the **Well-being of Future Generations Act**. Advise on proposals, agree recommendations, where appropriate and assist in cascading messages to Groups.
- Approval in principle of **corporate business cases** prior to discussion at Board and subsequent monitoring as necessary.
- **Governance/compliance issues** ie – reference group for changes to the Common Control Framework, SOIC, delegations framework, changes to Risk Management, embedding best practice in iShare/Records Management.

HR

- **Engagement with development** of HR policies, such as, attendance management policies. Feed in views/advice to Board prior to approval.
- **Monitoring of compliance** with HR policies, such as, mid year and end year PMR markings.

ICT

- Receive regular **updates on ICT performance** and provide challenge/commission work where appropriate.
- Provide input in defining the organisation's **future ICT needs**.

Information Security/Finance/Legislation

- Act as a business reference group/driver of change where appropriate.

Operational Functions

- Advice to the Board on **Workforce Planning/ and resource profiling**.
- **Health & Safety Issues** – consideration of the effectiveness of current policy and sign off of policy changes.
- **Business Continuity/emergency response planning**
- **Machinery of Government** – ensure smooth transitions
- **Advising the Board on resource allocation**

- Sign off on ad hoc operational issues such as **Car Parking and Catering**.