



Minutes of the Board Meeting, 9 December 2016

Present:

Permanent Secretary (Chair)
 Gillian Baranski
 Gawain Evans
 Owen Evans
 Sioned Evans
 Jeff Godfrey
 Andrew Goodall
 Peter Kennedy
 Natalie Pearson
 David Richards
 Elan Closs Stephens
 James Turner
 Adrian Webb
 Ann Keane
 James Price
 Lynne Schofield
 Sarah Rhodes

In attendance:

Catrin Sully (Item 1)
 Caren Fullerton (Item 3)
 Marcella Maxwell (Item 4)
 Andrew Phillips (Item 4)
 Darran Davies (Item 5)
 Jo Glenn (Item 6)

Apologies:

Toby Mason

Secretariat:

Emma Alexander
 Sarita Marshall

The Permanent Secretary welcomed Sarah Rhodes and Lynne Schofield, who were the new Civil Service Shadow Board members, on a job-share basis. The Permanent Secretary noted the benefits to the organisation of job sharing.

The Permanent Secretary referred to the appointment of Shan Morgan as the new Permanent Secretary and noted that Shan would take up her post in February.

Governance & Performance

1. **Monitoring Delivery Progress – Programme for Government [Board(16)074]**

- 1.1 Catrin Sully, Deputy Head of Cabinet Office, introduced a paper outlining the principles for monitoring the new Programme for Government, noting the need to embed delivery aligned to the four supporting cross-cutting strategies. The Board heard that the

implementation of a common approach to business planning would provide greater transparency and consistency.

- 1.2 The Board discussed the lessons learned from the previous Programme and the proposal to report against prioritised manifesto commitments only. It also noted that potentially increased workloads resulting from EU Transition could impact on this work.
- 1.3 The Board agreed that:
 - there was a role for the political party in tracking manifesto commitments and that this should be raised with the lead Special Advisor.
 - the Board should concentrate on the strategic issues, tracking larger/high-profile commitments in the Programme for Government and linking them to real-world indicators;
 - although the detail of the cross-cutting strategies would not be known until spring/summer 2017, consideration of the larger/high-profile commitments to be tracked by the Board should begin. The common business planning system should be used as a starting point but, until all areas were able to report via the Corporate Performance Management System (CPMS), the Board should receive a bi-monthly report from the Cabinet Office.
 - Groups needed to ensure efforts to move to CPMS use were maintained.
- 1.4 The Permanent Secretary requested that, on taking up her post, the incoming Permanent Secretary be given a solid steer on the Board's role in monitoring the programme.

2. Finance Report [Board(16)068]

- 2.1 Gawain Evans, Finance Director, introduced the paper, which set out the 2016-17 forecast outturn and month 7 reserves position.
- 2.2 He told the Board that the Cabinet Secretary for Finance and Local Government had agreed to some further allocations for Groups. Gawain said that he was continuing to discuss issues with Heads of Operations Teams.
- 2.3 The Board heard that the Finance Director had established a small group to consider the alignment of resources.

Corporate

3. Future ICT Programme [Board(16)069]

- 3.1 Caren Fullerton, Chief Digital Officer (CDO), provided an update on the Future ICT Programme, reporting that work to improve resilience was continuing and would link in with the work being undertaken on business continuity planning. The CDO told the Board that improvements made meant it was now easier to anticipate problems that might arise.

- 3.2 The Board heard that, as part of its de-risking process, the Office of the Chief Digital Officer was involving the business more closely in key decisions, including the selection of mobile device to replace BlackBerrys in the organisation. Following an outline of the costs and benefits of the options provided, the Board agreed to the recommendation for the replacement handset.
- 3.3 It was agreed that clarification on the rules around ownership and the use of personal phones for business purposes, and vice versa, should be provided and that consideration should be given to shared ownership needs within teams.
- 3.4 The Board heard that there was a significant amount of data to be transferred to the cloud, in particular that stored within the iShare system. Each stage of the migration process would be tested before cutover, the date of which was being considered.
- 3.5 The Board noted that the resourcing of the corporate ICT resource needed consideration.
- 3.6 The CDO reported that the key principles of the overarching ICT Strategy were being embedded. For example, all new ICT requests now required approval from the Solutions Design Authority.
- 3.7 The Board thanked Caren for providing a strategic overview of the programme, as well as the detail around the technology, for the work to improve resilience and her leadership in bringing greater clarity and coordination in ICT across the organisation.

4. Preparing for the Future Stocktake [Board(16)070]

- 4.1 Marcella Maxwell, Deputy Director Organisational Design & Change, introduced the paper, noting that although the programme was in its final delivery phase, some aspects would run beyond the life of the programme. An overview was being developed that would cover future priorities and challenges for the consideration of the incoming Permanent Secretary. The Preparing for the Future Delivery Group would continue in order to maintain the momentum of the work.
- 4.2 Andrew Phillips, Head of Central Services & Administration Team, reported that savings of some £37 million had been achieved in cash and redeployment of staff and that further savings would be achieved going forward. In addition to the financial savings, several non-financial benefits had also been achieved, for example in terms of leadership and capability.
- 4.3 As the Non-Executive Director on the Oversight Group, James Turner reflected on the positive contribution made by the Programme. The Board endorsed the output of the Programme and noted that, in light of potentially increased workloads resulting from EU Transition and shrinking running costs, there was still work to do in this area.

- 4.4 The Permanent Secretary asked that his thanks be passed on to Andrew Slade, Director of Agriculture, Food, & Marine, Phil Lewis, Preparing for the Future Programme Manager, and the Oversight Group, including the Trade Union Side, for the work they had undertaken.

5. Complaints and Lessons Learned [Board(16)071]

- 5.1 David Richards, Director of Governance, introduced the item, expressing his gratitude to Darran Davies for stepping into the head of complaints role. He reported that the Public Services Ombudsman for Wales was broadly content with the way in which the Welsh Government dealt with complaints.
- 5.2 Darran Davies introduced the paper, noting that many complaints were being handled within Divisions without reference to the Complaints Advice Team and that there was a risk here that proper processes were not being followed or lessons disseminated.
- 5.3 The Board discussed the criteria for a formal complaint, noting that it was important that complaints were dealt with consistently. It agreed that a communications campaign was required to raise awareness of the Complaints Policy and how it should be applied.
- 5.4 The Board discussed whether the complaints system should also include internal complaints and issues raised via social media. Due to the labour-intensive nature of this work, it was agreed that consideration should be given to identifying issues of particular interest for social media monitoring.
- 5.5 The Board noted that response time targets were not consistently achieved and agreed that a Key Performance Indicator of 85% should be introduced to drive improvement in complaint response times.
- 5.6 The Board thanked Darran for the paper and the helpful presentation of the data and asked that future submissions to the Board use the same format.

6. Workforce Diversity Targets [Board(16)072]

- 6.1 Peter Kennedy, Director of HR, and Jo Glenn, Head of Equality in the Workplace, introduced the paper, which outlined the engagement proposed to increase the numbers of staff identifying as disabled or from a Black, Asian and Minority Ethnic (BAME) background, and the development of Welsh Government ambassadors to promote the organisation as an employer of choice.
- 6.2 The Board discussed the work experience package offered by the organisation and the proposal to run a work experience pilot scheme for around 15 pupils from a BAME background. The focus would be on ensuring that the pupils had an excellent experience, which could be communicated back to their schools and communities.

- 6.3 The Board agreed the proposals to increase the numbers of staff identifying as disabled or from a BAME background. The Board also noted and welcomed the work underway to better promote the Civil Service as an employer of choice, expressing the view that subject to the successful outcome of the pilot, the Board would be interested in a more ambitious approach to the work experience package in the future.

Regular Items

7. Draft Minutes of 30 September and Matters Arising [Board(16)073]

- 7.1 The minutes of the meeting held on 30 September were agreed as an accurate record.

8. Permanent Secretary's Items and Committee Updates[Oral]

- **Exception reports [Oral]**

Exception Reports

- 8.1 The Permanent Secretary invited Board members to share key issues from within their areas. These included updates on Tata Steel, the Supreme Court Article 50 'Brexit' Appeal, and the Wales Bill.
- 8.2 The Board also discussed addressing pressures in the Central Services & Administration (CS&A) Main Expenditure Group (MEG), the need to be able to resource according to priorities, and the impact of EU Transition. Gawain Evans reported that he would be gathering views from the Operations Committee sub-group on the subject and would produce a paper shortly.
- 8.3 It was agreed that the incoming Permanent Secretary should decide on the next steps and that Ministers also needed to be consulted.

Permanent Secretary's Items

- 8.4 As this was his last Board meeting, the Permanent Secretary thanked Board members and said it had been a pleasure to work with them.
- 8.5 On behalf of the Board, Adrian Webb, Non-Executive Director, thanked the Permanent Secretary for his long service and commitment to the Civil Service and the improvements he had implemented, which had resulted in a stronger and more collaborative Civil Service.

Board Secretariat, 13 December 2016