

Departmental Boards

Each Central Government Departmental Board is chaired by the Secretary of State.

Members include:

- Junior Ministers;
- The Permanent Secretary and other executive members (from the Civil Service);
- Non-executive Board members, primarily from the commercial private sector, with experience of managing complex organisations. These are recruited through fair and transparent competition.

Boards provide the strategic leadership of the Department, and advice and challenge on performance and delivery. Policy is decided by Ministers alone, with advice from officials.

The Government Lead Non-Executive is appointed by the Prime Minister. He or she meets regularly with Departmental Lead Non-Executives and feeds back their views.

Sir Ian Cheshire was appointed Government Lead Non-Executive in April 2015 and published his first [Annual Report](#) to Parliament in July 2015.

There are more than 70 Non-Executives across the 16 ministerial departments and HMRC. There are 17 Lead Non-Executives, one in each ministerial department and HMRC, who have additional responsibilities in supporting the Chair of their Board.

The Non-Executives support and challenge the executive on a range of areas, including implementation of the department's Single Departmental Plan and operational and delivery implications of departmental policy proposals. The breadth and depth of non-executive experience is significant. It includes:

- Managing large private sector organisations through change;
- Delivery of multi billion pound major projects; and
- Significant public and not-for-profit sector experience.

In his Annual Report for 2014-2015, Sir Ian Cheshire outlined five cross-cutting priorities where the Non-Executive Network can have the most impact:

- Talent
- Single Departmental Plans
- Arm's Length Bodies
- Major Projects
- Risk Management

Each year, the Departmental Lead Non-Executive reports on the effectiveness of the Board in Departmental Annual Reports. Boards operate according to recognised

precepts of good corporate governance in business.

For further details see Corporate Governance in Central Government Departments:
code of good practice 2011