

The Government Lead
Non-Executive's **Annual
Report**

Financial Year 2016-17

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Introduction

This is my third report as Government Lead Non-Executive, covering the period 2016-17. It has been a dramatic year politically, with the vote to leave the European Union, the change in the Prime Minister and a General Election.

The challenges and opportunities for the Civil Service are considerable; in the words of the Cabinet Secretary, Brexit is “probably the biggest and most complex challenge the Civil Service has faced in our peacetime history”. The Civil Service needs to support the Government in planning, negotiating, and implementing the UK's exit from the EU and then establishing a new deep and special partnership with our nearest neighbours. My role, as lead of the network of over 80 non-executives, is to ensure we continue to offer stability and useful advice and challenge to departments at this time of national change.



The Civil Service is going through a process of sustained and deep transformation in how it delivers. This year the non-executive network maintained focus on five cross-cutting priorities - talent, business planning, major projects, Arm's Length Bodies and risk management, in order to enable better delivery of government priorities.

In particular, in 2015 the Cabinet Office and HM Treasury introduced a new form of business planning across central government, in the form of Single Departmental Plans. These plans are a vital opportunity to improve prioritisation and delivery. They should be living documents that drive the business of departments. I am proud of how the non-executives have contributed to best practice on talent management; helped create the Code on relationships between departments and Arm's Length Bodies; continued to focus on major projects; and finally, have produced a framework for risk management in Government.

The non-executive network has changed size and shape, as two new departments have been created (the Department for Exiting the European Union and the Department for International Trade) and two departments have been merged (Department of Energy and Climate Change, Department for Business, Innovation and Skills). The Territorial Offices (Scotland Office, Northern Ireland Office, Wales Office) also joined the non-executive network, and I am pleased to see them represented in this report for the first time.

Finally, I would like to thank those non-executives who retired as their terms of office came to an end, and welcome more than 20 new non-executives to the network. We look forward to supporting ministers and civil servants over the coming year.

A handwritten signature in black ink, consisting of a stylized 'I' and 'C' followed by a long horizontal line.

Sir Ian Cheshire, Government Lead Non-Executive

“Non-executives bring a wealth of experience and expertise which enable departments to run effectively and efficiently. My ministerial colleagues and I are grateful for their invaluable advice and continued commitment to the delivery of our Government’s priorities, both at home and abroad. I urge Cabinet colleagues to make the most of the skills and experience they offer.”

- Caroline Nokes MP, Minister for Government Resilience & Efficiency

“I am committed to the vision of a brilliant Civil Service that helps to keep the United Kingdom prosperous and secure, enabling the implementation of government priorities and delivering high quality services to the public. I welcome the support of an excellent network of non-executives, providing advice and challenge at departmental boards and beyond, to help us to deliver this.”

- Sir Jeremy Heywood, Cabinet Secretary and Head of the Civil Service

“Non-executives continue to help departments to construct realistic, deliverable plans. These are particularly important now given the complex challenges ahead. They also continue to coach and assist senior civil servants to help us develop our leadership and talent strategies.”

- John Manzoni, Chief Executive of the Civil Service and Permanent Secretary to the Cabinet Office

“Drawn from a pool of highly-experienced senior leaders from large and complex organisations, non-executives are a rich resource for the Government to draw upon. As the Civil Service looks to attract and develop the most capable people across the board, non-executives enrich discussions about how departments can best develop capability and nurture talent.”

- Rupert McNeil, Civil Service Chief People Officer

Chapter 1: Review of the departmental board programme in 2016-17

This year marks the sixth year since the introduction of the departmental board model. The model brings together non-executives, ministers and civil servants at departmental boards, chaired by the Secretary of State. It is set out in the *Corporate Governance in Central Government Departments: Code of Good Practice (2017)* ('the Code'), which was refreshed this year.

Departmental boards provide advice and challenge to their departments, so that ministerial priorities can be delivered as effectively and efficiently as possible. Boards do not exist to provide policy advice. Policy is decided by ministers alone, with advice from officials. Boards advise and supervise the operational implications and effectiveness of policy proposals.

Good departmental boards help departments individually, and government as a whole to succeed in achieving their aims, by planning well, managing performance regularly and raising delivery capability. They also help foster a culture of openness and good governance by providing a clear oversight structure.

The board model is now largely embedded in most departments, but as in previous years, there is great variation in the way that the boards function. The role of the Chair is absolutely key. I have engaged with Secretaries of States and permanent secretaries to discuss the value of departmental boards and to encourage best practice.

Board Meetings

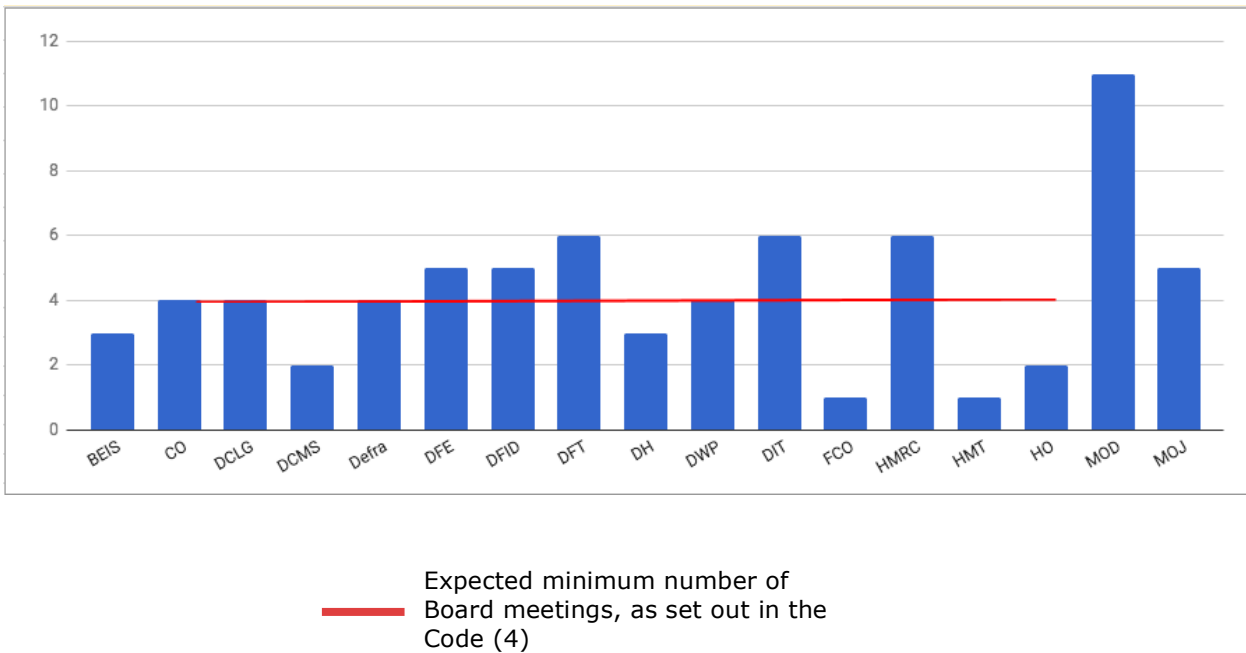
Frequency

In 2016-17, 72 departmental board meetings were held across 17 central government ministerial departments¹. This represents an average of four meetings per department, which meets the required minimum of four meetings per department per year, as is specified in the Code. The average number of meetings has increased from 2015-16.

There has always been a variety in the frequency of board meetings across departments, and, as Figure 1 illustrates, the majority have met at least four times. A significant minority did not meet four times; however, in most cases, given the disruptions of the past year, including changes to the number of departments, this is understandable. Continued failure to meet this minimum standard would be a cause for concern.

¹ These 17 Departments are: BEIS, CO, DCLG, DCMS, Defra, DFE, DFID, DFT, DH, DIT, DWP, FCO, HMT, HO, MOD, MOJ and one non-ministerial department (HMRC). DExEU has not been included as during this year they were in the process of recruiting non-executives.

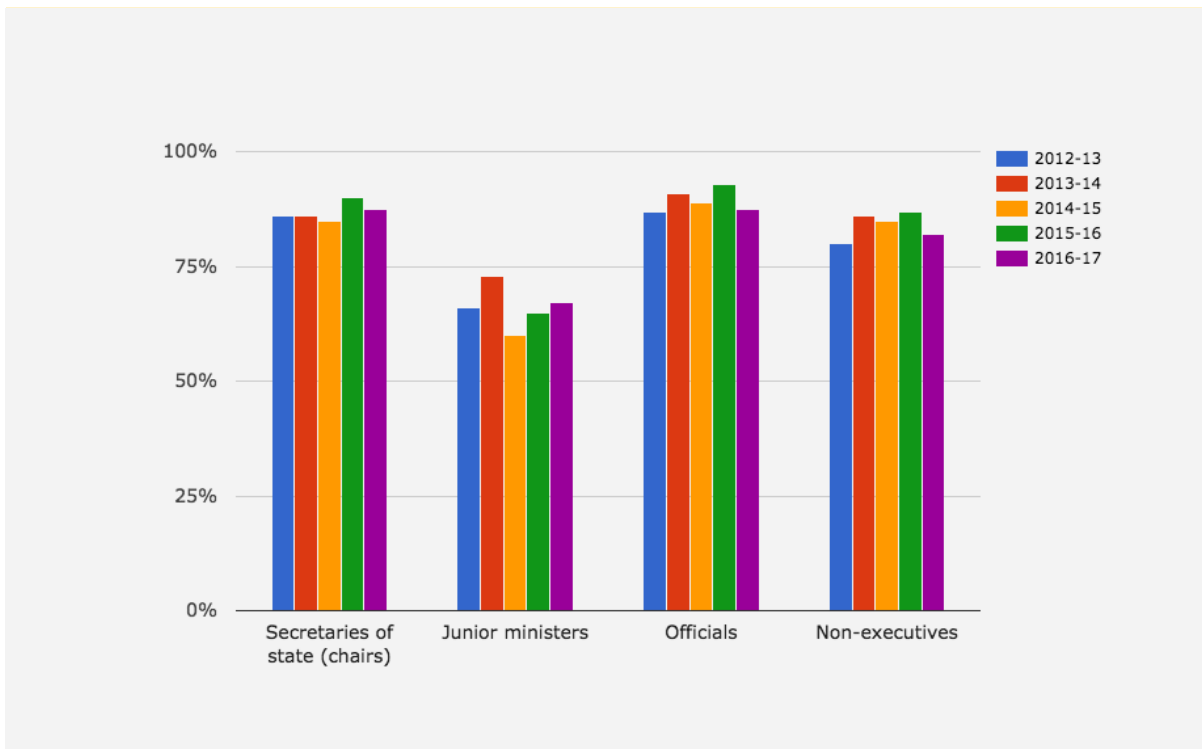
Figure 1 : Number of Departmental board meetings held



Attendance

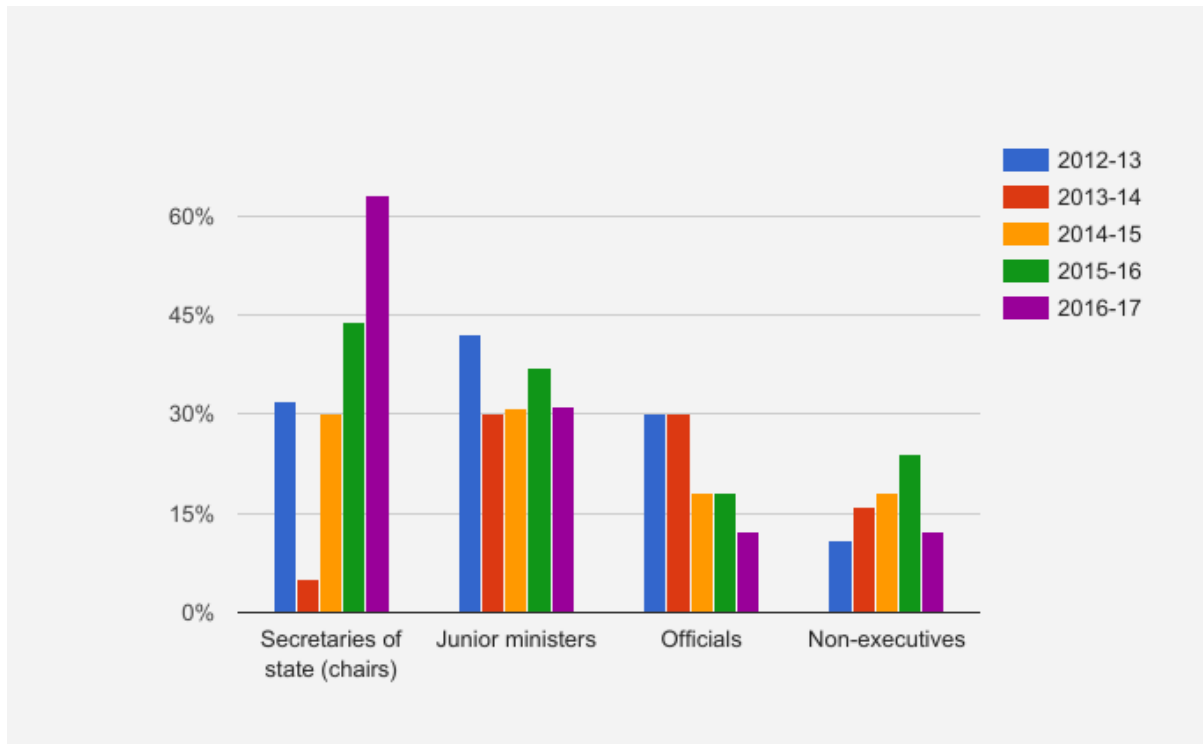
Overall attendance at board meetings remains high, at 81%. This is a slight decline on the previous year but compares favourably to earlier years. Figure 2 illustrates all of the constituent groups of board membership, and indicates a varied level of engagement in each category. Secretaries of State, officials and non-executives have shown small declines on the previous year, whereas the participation of junior ministers has continued to increase, but all levels of attendance compare favourably to the 2012-13 baseline.

Figure 2 : Attendance at Departmental Board meetings



The extensive reshuffle of Cabinet posts following the appointment of Theresa May as the Prime Minister has meant that there has been a high turnover of board chairs this year, as illustrated by Figure 3. Non-executive turnover was below 15% and like last year, they have provided some continuity in departments during a time of change.

Figure 3 : Turnover of Departmental Board Members



Non-executive board members

There are now over 80 non-executive board members across 20 central government departments (16 ministerial departments plus HMRC and Territorial Offices)². A list is provided in [Annex A](#) (and up-to-date details are on departmental websites).

Non-executives are appointed on merit by the department's Secretary of State, and roles are advertised on the Cabinet Office's Centre for Public Appointments website. The Government aims to increase the diversity and strength of the membership of boards to ensure that they are able to operate as effectively as possible, whilst representing the communities they serve.

Skills

Non-executives bring valuable outside expertise to advise and challenge departments. They are recruited primarily from the commercial sector and typically have experience of managing large and complex organisations.

Many number of non-executives are current or former CEOs of large companies, such as Mitie Group plc., Metaswitch Network, Standard Chartered plc., Asda, Eurostar and EasyJet³. A number of non-executives are leading practitioners in senior corporate roles such as Chief Finance Officers, Group HR chiefs, Chief Operating Officers and senior partners in law firms.

² As at 31 March 2017

³ As at 25 February 2017

Departments have continued to make strong appointments in areas of identified skills gaps such as digital, technology, trade, finance, data, change management and talent management. For example, the newly formed Department for Business, Energy and Industrial Strategy has appointed non-executives with a range of these skills, whilst the Department for International Trade have appointed a number of trade experts.

Diversity

Diversity continues to be a priority for both the Civil Service and public appointments. The Code recommends that departments should aim to achieve boards which are diverse and that boards should have at least one female non-executive board member. The Code also recognises that this is not just about gender; diversity is about encouraging applications from candidates with the widest range of backgrounds.

At April 2017, 42% of non-executive board members were female. The majority (59%) of all non-executives appointed in the period April 2016- April 2017 were female. This represents a big improvement on last year and comfortably meets the Government's aspiration for new public appointments to be 50% female. This also compares favourably to the representation of women on FTSE 250 company boards (26.2%)⁴. Representation of disabled people has also improved over the past year. However, I am not complacent. More needs to be done, particularly to recruit candidates from a BAME background.

Departments are aware that their board composition needs to be balanced and representative. The Cabinet Office, Secretaries of States, ministers, senior officials and lead non-executive board members are working to ensure that recruitment processes encourage candidates from a wide range of backgrounds to increase diversity around BAME, gender and other protected characteristics.

Contribution of the non-executive network outside of the board

Non-executives provide crucial independent challenge through the governance systems of departments, including attending departmental boards and chairing or sitting on Audit and Risk Assurance Committees and People Committees (or equivalent). Having said that, much of their added value is outside of formal governance structures. Non-executives often take on extra roles both within departments and also across government. Examples include:

- providing advice and challenge to the development and refresh of the department's Single Departmental Plan;
- leading annual performance reviews of permanent secretaries;
- taking part in appointment exercises within departments and in their wider departmental family organisations;
- providing advice and challenge relating to specific major projects and transformation programmes;
- engaging in activities to build talent, such as staff development programmes; and
- providing informal advice and support to officials and ministers.

⁴ Source: Hampton-Alexander Review FTSE Women Leader, as at 1st October 2016

Some departments have formally begun to assess their non-executives' performance, outside of board meetings, as part of their board effectiveness evaluations. The Cabinet Office will look in the year ahead at how this practice can be rolled out across other departments.

Role of the Government Lead Non-Executive

2016-17 was my second year in the role of Government Lead Non-Executive. My top priority has been pulling together the non-executive network so that the sum of their efforts is greater than their parts. The network has benefitted from a programme of events with a wide range of speakers, including ministers, the Cabinet Secretary, the Comptroller and Auditor General of the National Audit Office, Permanent Secretaries and functional leads. These have enabled non-executives to understand the cross-cutting priorities of government, as well as to feedback their departmental experience.

I have met regularly with Secretaries of State, permanent secretaries, non-executives and others throughout the financial year. In total, in my role as Government Lead Non-Executive, I undertook 96 meetings (including six teleconferences with lead non-executives representing all central departments) and hosted three network events.

I also chair the Permanent Secretaries Remuneration Committee, which makes recommendations to the Prime Minister about the remuneration of the most senior civil servants. I led the annual performance reviews of Sir Jeremy Heywood (Cabinet Secretary and Head of the Civil Service) and John Manzoni (Chief Executive of the Civil Service and Permanent Secretary of the Cabinet Office).

In October 2016, I met with the Prime Minister and she conveyed her ongoing support for the work of non-executives. The non-executives were invited to a reception at No.10 hosted by the Prime Minister in January 2017 to thank them for their public service, at which Sir Gerry Grimstone (lead non-executive at Ministry of Defence) kindly deputised for me.

Corporate Governance Code

The departmental board model is underpinned by the Cabinet Office/ HM Treasury *Corporate Governance in Central Government Departments: Code of Good Practice* ('the Code') and its associated Guidance. Departments are required to report against compliance with the Code in their annual reports and accounts. As evidenced through such reporting, departments broadly comply with the principles laid out in the Code.

Following broad consultation, the Cabinet Office and HM Treasury published refreshed versions of the Code and its guidance in April 2017, reflecting a renewed commitment to the departmental board model. This refresh was light-touch in nature, reflecting current practice and updating out of date references. For example, the Code now reflects *Partnerships between Departments and Arm's Length Bodies: Code of Good Practice*, which was published by the Cabinet Office in February 2017. The requirement to consider governance at a specific

nominations and governance committee has been removed, and there is greater reference to diversity on boards.

The Code should continue to support the departmental board model as it continues to embed within departments. Departments will be required to report against the 2017 Code for the 2017-2018 financial year.



Sir Ian Cheshire

**Government
Lead Non-
Executive**

Cabinet Office

Providing challenge to the centre of government

The Cabinet Office is the centre of government and plays a key role as an effective, strong and unifying centre to coordinate Whitehall and drive the Government's priorities. The board continues to be critical to this, providing strategic direction, advice and challenge.

Non-executives provide external advice and expertise, underpinned by an independent standpoint, and Paul Kirby and Catherine Brown have been heavily engaged in vital work to shape the Single Departmental Plan according to the Cabinet Office's strategic priorities.

2016/17 has seen significant changes across Government and the Cabinet Office. In June the public voted in a referendum to leave the European Union and the Cabinet Office has been coordinating the work to administer our exit and ensure the United Kingdom remains prosperous and secure. July saw a change in Prime Minister and with it a new ministerial team including in the Cabinet Office. The structure of the department has also changed with the Office for Civil Society moving into the Department for Culture, Media and Sport.



Archie Norman

**Lead Non-
Executive**

**Department for
Business,
Energy and
Industrial
Strategy**

Overseeing transition and transformation

The new BEIS Departmental Board met for the first time in December 2016. Following the machinery of Government change, outgoing Non-Executive Board Members from legacy Departments helped to ensure a smooth transition. Two Non-Executive Board Members from the legacy Departments remained on the Board, bringing their valuable expertise from former BIS and DECC to BEIS.

The Department has undergone an intense period of change over the past year and the Departmental Board has overseen the delivery of BEIS's Transition Programme to bring the new Department together. It has also played a key role in shaping Transformation plans – providing steers on the scope, approach and ambition for the programme prior to Executive Committee sign-off. The Board will continue to review progress on transformation, identifying opportunities to deploy the knowledge and expertise of the Non-Executive team to support delivery.

The Departmental Board has also provided challenge and support on the Industrial Strategy, one of the Government's flagship policies. In this space, the Non-Executive Board Members have provided a valuable link between the Department and the business community. As part of this they have participated in a range of sector-specific stakeholder engagement events themed around the ten pillars of the Industrial Strategy.



Charles Alexander

Lead Non-Executive

Department for Culture, Media and Sport (to July 2017)

(Department for Digital, Culture, Media and Sport from July 2017)

Providing support on departmental SDP process and future change

2016-17 has been another year of significant change at DCMS with an expansion of the department's responsibilities, a new Ministerial team and the arrival of new Non-Executive Board Members: Matthew Campbell-Hill and myself.

Non-executives have achieved a great deal over the year and have established themselves very well with Ministers and officials. In addition to providing advice and effective challenge within the usual governance structures, non-executives have acted as an effective sounding board for the department's new Single Departmental Plan, its annual Strategic Review of Resources, and have supported robust prioritisation and risk assessment to ensure DCMS is properly resourced to deliver EU exit and Trade work.

Non-executives have also been leading independent reviews of Arm's Length Bodies including Museums, the Arts Council, UK Anti-Doping (UKAD), and Heritage Lottery Fund. Sir David Verey, who was Lead Non-Executive until early December made a significant contribution in chairing the Blythe House Steering Committee and Government Art Collection Advisory Committee. Fields Wicker-Miurin, chair of our Audit and Risk Committee has also established a new forum bringing Audit and Risk Committee chairs from nearly 40 arm's length bodies together for the first time to discuss risks, issues and share best practice.



Nick Markham

Acting Lead Non-Executive

Department for Communities and Local Government

Adding value to Departmental governance and key programmes

The Non-Executive Directors have made a valuable contribution this year to both the governance of the Department and in providing advice, support and challenge to discrete individual projects.

Our Non-Executive Director representative on the Department's Senior Talent and Pay Committee provides challenge and added scrutiny to the Executive Team on talent management to strengthen assurance and to provide an independent perspective from outside the Civil Service. As a result, the Department's approach to senior talent management in the last year has involved a deeper level of granularity and better products have been developed to support this. We have improved our future pipeline and developed appropriate plans for individuals identified as unlikely to have a future in the Department.

The Non-Executive Directors also chair the Department's annual Governance Assurance Panels. These hold Directors-General and Directors to account for how they have managed their delegated budgets and test their compliance with our governance and assurance framework, helping to manage risk in the Department. The input from non-executives provides an added layer of scrutiny to the process. Panels report the results of their inquiries to the Accounting Officer to provide her with independent added scrutiny of how business areas have managed their resources, risks and delivery during the year.

As well as general duties the non-executives have contributed their experience to specific programmes of key importance to the Department - these have included a cross-Department Business Rates Review led by HMRC (Nick Markham), advising policy teams on how best to implement programmes designed to tackle homelessness (Mary Ney), and sharing expertise on housing market dynamics (Grenville Turner).



Strengthening DfE's delivery capability

**Baroness Ruby
McGregor-Smith**
Non-Executive
**Department for
Education**

Over the last year, the Department for Education has seen significant change: welcoming a new Secretary of State, and adding higher and further education policy, apprenticeships and skills to its remit.

As non-executives, we play an active role in supporting senior officials with a wide range of strategic and implementation issues. A key focus going forward has been our departmental transformation programme aimed at strengthening the organisation's delivery capability, and responding to the expansion in the department's size and scope. I have taken a lead in this, with the whole of the non-executive team – David Meller, Ian S Ferguson, Marion Plant and myself – drawing on our experience in leading major change in the private and public sectors to offer advice from an external perspective.

Through board meetings and regular engagement outside committees we have both given strategic input focused on the cultural and behavioural dimensions of transformation, and offered more practical contributions such as contributing to a pilot 'delivery academy' to build organisational capability. The non-executive team continues to support the department on its transformation journey in 2017.



Brexit and new challenges

Steve Holliday
Lead
Non-Executive
**Department for
Environment,
Food and Rural
Affairs**

This past year has been very busy for Defra as the department has been going through a transformation programme and is one of the four departments across Whitehall impacted significantly by the results of the EU referendum.

The non-executives have provided valuable insight and support in a number of key areas, in particular: the Defra group strategy, which has been refreshed to reflect the new reality of EU Exit and Ministerial priorities, the Single Department Plan and the Target Operating Model, which provides the structure of how the Defra group will operate in future.

The non-executives continue to provide valuable commercial expertise to Defra group's major projects which are part of the Infrastructure and Projects Authority (IPA) portfolio: Common Agricultural Policy (CAP) delivery, Thames Tideway Tunnel, UnITy and Thames Estuary Asset Management (TEAM) 2100.

The non-executives brought a wider, independent perspective to the recruitment of a number of key senior appointments within the Defra group this year, for example, the recruitment of 3 Board members for the Environment Agency where the Lead Non Executive was the independent panel member. The Lead Non Executive also chairs the Nominations Committee and provides challenge and external perspective on talent management and succession planning processes.



Gerry Murphy

Non-Executive

Department of Health

Engagement with arm's length bodies' audit and risks committees

Gerry Murphy has served as the Chair of Department of Health's Audit and Risk Committee (ARC) since January 2015 and has lead engagement with the Department's arm's length bodies (ALBs) by both inviting in ARC chairs and sponsor teams to the DH ARC and also attending their ARC meetings to help improve governance over system-wide matters.

In June 2016 Gerry was co-opted onto the Audit and Risk Assurance Committee (ARAC) of NHS England, the Department's largest ALB which manages over £100bn of health spend. This was during a period of heightened financial challenge and increased scrutiny of the health and care system.

Working with the ARAC, Gerry has enhanced the Department's understanding of NHS England's risks and how these translate across into the Department's governance over risk management strategy.

This has led to improved oversight and coordination of risk the across the health group, has strengthened accountability in the system, and has ensured the Department is able to obtain greater system-wide assurance over risk interdependencies.



Vivienne Cox

Lead Non-Executive

Department for International Development

Improving risk management in development programmes

Richard Keys chairs DFID's Audit and Risk Assurance Committee. During the past year the committee has provided advice and challenge on a range of issues including a new Risk Management Framework, improvements in corporate compliance and an increased focus on counter-fraud awareness and reporting. Richard, by effectively chairing the committee, and facilitating and eliciting advice and challenge, has helped improve the implementation of these initiatives. Richard also initiated a series of deep dives to increase the non-executives' knowledge of the practicalities of implementation by front line teams. This has been invaluable to the learning of two new non-executives.

The way in which the Risk Management Framework has been implemented under the guidance of the Audit and Risk Assurance Committee is improving risk and control awareness, risk assessment and systematic risk management across the department. For example, in response to the advice and challenge from the Audit and Risk Assurance Committee DFID issued detailed risk management guidance to all programme management staff. The guidance has been widely accessed and has stimulated more discussions across the business which should, in turn, embed a stronger culture of active risk management.



Simon Walker

Lead Non-Executive

Department for International Trade

Formation of a new Trade department

The Department of International Trade was set up in July 2016 following the EU Referendum. It brought together three distinct entities – UK Trade and Investment and UK Export Finance, and the Trade Policy Group which was formerly part of the Department of Business Innovation and Skills.

The creation of a wholly new Ministry, while continuing to provide all previous support services, was in itself a major achievement. The Department has focused heavily on building up trade negotiating capability to shape the UK's free trading future, while continuing promotional activity and export finance underpinning, and launching great.gov.uk which has attracted considerable attention online.

The Board has been closely involved in shaping that work, meeting monthly from September with the Non-Executives joining in November. Alongside myself, Julie Currie chairs DIT's Audit and Risk Committee, Noel [Harwerth](#) serves as Chair of UK Export Finance Board, and Dr [Pippa Malmgren](#), an experienced trade economist, has been closely involved in testing the development of policy proposals.

The four NEDs have been closely involved in the development of the Single Departmental Plan. This has involved engaging with around forty senior officials across the Department to ensure that an independent governance perspective is added to this crucial exercise. This has also given us a valuable insight into the operation of certain parts of the Department, which will allow us to better support and challenge the items coming to the Departmental Board.

Alongside this, Julie Currie has been closely involved in challenging the Department's risk processes through her work both at the Audit and Risk Committee and through engagement outside of this. Robust risk processes are important in every organisation, and it has been great that Julie has been able to add value by bringing in her private sector expertise.



Ed Smith

Lead Non-Executive

Department for Transport

Reviewing programmes and supporting recruitment

DFT's non-executive Board members ([NEBMs](#)) continue to contribute to the smooth running of the Department in a variety of ways. All the [NEBMs](#) sit on or chair Board sub-committees, including the Investment Committee (Ed Smith, Tony Poulter), the Audit, Risk and Assurance Committee (Mary Reilly, Richard Brown) and the Nominations and Governance Committee (Ed Smith). Alongside regularly scrutinising major projects and the Department's corporate processes, [NEBMs](#) have provided additional support and scrutiny to policy areas.

Since joining the Department in September 2016, Tony Poulter has led a short review of the plans for Euston HS2 station, conducted a review of the governance and design of the Network Rail Asset Disposals programme, and sits on the Airports Capacity programme board. Mary Reilly and I have reviewed the Department's Management Information systems and reporting processes. I have reviewed the costs of the Colne Valley viaduct works for HS2, been part of the recruitment panel for both the Maritime and Coastguard Agency and DVSA chairs and supported the Secretary of State through the recruitment of a new Permanent Secretary for the Department. The recent Board Effectiveness evaluation has indicated the positive impact across the DFT Group that the non-executives bring individually and collectively.



Dame Clara Furse

**Lead
Non-Executive**

**Department
for Work and
Pensions**

Focus on implementation and customer deliverables

My non-executive colleagues and I have had another busy year supporting and challenging the Department through an important period of transformation. The Departmental Board membership has changed significantly and we have played a key role in identifying new talent, including my successor, Sara Weller, as Lead Non-Executive.

Andrew Graham, David Lister and I visited a Jobcentre to look at Universal Credit Full Service in operation. Seeing how the biggest ever flagship welfare programme has come to fruition greatly impressed us, not least because of the team's dedication and expertise in coaching jobseekers.

Non-executives have brought knowledge and expertise to the Departmental Risk and Assurance Committee, which included Andrew Graham's participation in a Peer Risk Review with the Ministry of Defence. Outputs from this helped to shape the cross-government Risk Management Framework.

On the Digital Advisory Committee, non-executives have helped the Department to develop its digital and technological capability. Indeed, the considerable progress made over the last year was reflected by David Lister at a recent Board discussion. David and Andrew have also been members of the cross-government Talent Advisory Group.

I was personally delighted to be a keynote speaker at the start of this year's flagship development programme, Summer School, in the historic venue of King's College, Cambridge. I was really impressed by the calibre and motivation of the students and of the Department's broader investment in its people. I have also been heavily involved in refreshing the Single Departmental Plan and encouraged by how the Department has continued to effectively use it to monitor and report its achievements.



Miranda Curtis

**Lead
Non-Executive**

**Foreign and
Commonwealth
Office**

New challenges and providing structural guidance

I took over from Sir Richard Lambert as the new Foreign and Commonwealth Office Lead Non-Executive in April 2017, and am therefore reporting on the specific contributions made by Julia Bond and Warren Tucker to support the FCO leadership over the past year, a period of very significant internal, political and international transition.

Both Julia and Warren were closely involved in supporting the FCO leadership in the design of the Diplomacy 20:20 initiative, which in February 2017 led to the introduction of the new FCO director-led working structure. Warren has chaired the Audit and Risk Assurance Committee throughout the year, and Julia is a member of the FCO Senior Appointments Board.

Both were actively involved in a major FCO project this year, namely the Technology Overhaul (TO) programme. After a history of false starts in this area, and considerable turnover in the project leadership team, the non-executives were able to provide a voice of continuity and support and cover to the TO project team. Since the inception of the programme the non-executives have played a strong role in challenging project plans, execution, budget, capability, ambition and governance. They have provided one-on-one coaching and guidance to the TO leadership team, have encouraged the provision of suitable training, and were particularly influential in insisting that the budgeting of the programme was fully costed with appropriate contingency. TO is now being rolled out across the department, and tangible benefits are already being felt across the FCO network.

The recent appointment of Sir Edward Lister brings the FCO non-executive team to full strength as we prepare for the challenges of the coming year.



Sue Langley

**Lead
Non-Executive**

Home Office

Supporting the people agenda

This year Nicholas Shott was appointed as a new Home Office NED (in March), bringing the team up to five.

The NED team brought a range of experience and skills which supported the department's mission to keep our citizens safe and our country secure. In particular, Adrian Joseph helped develop the Modern Crime Strategy and John Studzinski assisted with ongoing work to engage the private sector on Modern Slavery. The NED team also supported the department on risk and change management (including transformation), and digital and data issues.

Suzy Levy and I concentrated on people and talent matters, including the development and recruitment of senior talent. Suzy was a significant source of advice to the department's People Board which is responsible for strategic oversight of the people agenda. Suzy used her external expertise to assist in a number of areas, including developing the architecture of a new performance management approach (and the change plan that underpinned that new model) and a long-term remuneration strategy. She also provided valuable insight when helping to address the key changes in behaviour required to shift staff engagement. All NEDs also mentored a range of people and I had a particular focus on female talent.



Mervyn Walker

Lead Non-Executive

**HM Revenue
and Customs**

Sharing non-executive strategic experience

It's been an exciting year of change for the HMRC Board. The structure has been refined, with a leaner Board and a new Executive Chair and Chief Executive, as has the engagement of the Non-Executive cadre. I work closely with the Permanent Secretaries to ensure the skills and experience of the Non-Executives are used to greatest effect to support the Department's priorities. This year we have worked closely as a Board to develop and launch a new strategy for the department. This sets out the key decisions that guide the way the Department operates and ensures a consistent approach which will help shape our long term transformation programme, as well as how the tax system is administered to maximise the amount of tax revenue, and bear down on avoidance, evasion and error.

Much of the HMRC Non-Executives' work takes place outside of the Boardroom and the transformation programme remains the most significant area where Non-Executives contribute. At the beginning of the year Non-Executives were brought in to support each of the programme boards, recognising the experience and value they can bring. As part of that journey the Department, working with Non-Executives, are responding to the challenges that Brexit will bring over the next two years, particularly in relation to Customs. The Department's response has been strong and exiting the EU has become an increasing focus of Board meetings and Non-Executive work in recent months. Reflecting the importance of this work to the Department and to a smooth exit from the EU, Simon Ricketts will be working closely with the Exiting the EU Team on systems issues, bringing his expertise of large scale systems integration at Rolls Royce; John Whiting, as a former KPMG partner, will bring his experience of working with stakeholders and tax administration; and I will work with the team on governance and ensuring the Department adapts its capability to meet these pressures, drawing on a range of private sector experience.

Such a large-scale transformation inevitably brings risk. The Board and the Audit and Risk Committee have worked closely with the Executive to refresh its outlook on strategic risk this year and reflect both the changing environment and pressures on the Department. The Board dedicates time, both inside and outside of meetings, to explore risks in depth and to assure itself that these are well managed. Risk management is truly embedded in the Department and, together with a new strategy and the clarity of focus on transformation, means HMRC is well placed to deal with the challenges that lie ahead.



Baroness Sarah Hogg

Lead Non-Executive

HM Treasury

Supporting change

The expertise, challenge, and experience offered by NEDs in assisting departments formulate and deliver policies, and their external perspectives on prioritisation, delivery and the development of people is invaluable. The NEDs have provided scrutiny and challenge across the full range of Treasury's work programmes, including the EU exit.

The Treasury has undergone a year of significant senior management changes, including a new Permanent Secretary, Second Permanent Secretary, Directors General and Ministers. The NEDs were able to provide continuity, as well as support on talent management and succession planning.

A cross-cutting priority for the NEDs is to use their expertise to support departments in the effective and efficient delivery of major projects. In 2014 HM Treasury announced that, working with its delivery partner the Royal Mint, the round £1 coin would be replaced for the first time in over 30 years because of its vulnerability to sophisticated counterfeiters. In 2016/17 the project moved to the delivery phase and Tim Score, a Treasury NED, provided his expertise of running large projects to ensure its success. He offered an external perspective on delivery, with particular emphasis on the mitigation of operational risks. Through advice and constructive challenge he ensured that there was: good governance, including the appropriate degree of oversight by the Executive Management Board and supporting committees; appropriate resourcing; and required capability, with the skills for effective delivery being applied.

The new 12-sided £1 coin was successfully introduced into circulation on 28 March 2017. Tim Score remains engaged with this project as it withdraws the old round £1 coins from circulation and on other coinage related matters.



Sir Gerry Grimstone

Lead Non-Executive

Ministry of Defence

Defence Audit Committee, Risk Management, Control & Assurance

The scale of transformation that has been carried out in the Ministry of Defence in recent years could not safely have been done without strong assurance and risk management controls. The Defence Audit Committee has been responsible for both the development and oversight of these activities including the introduction of an Enterprise Risk Management framework. This has been a key factor in allowing responsibilities, accountabilities and budgets to be devolved to subsidiary undertakings including the front line commands.

A new senior post, the Director of Audit, Risk and Assurance was created together with a newly-created Risk Committee that oversees the preparation of the Enterprise Risk Register and the Defence Board risk reports. Defence Board risks are now at the heart of Board Agendas with regular deep dives into specific risk areas.

Local Audit Committees have been strengthened and empowered so that they could advise management and commanders throughout Defence on governance, risk, control and assurance as they took on their significant new delegated responsibilities. Annual Assurance Reports drive actions for improvement with strong connectivity between Audit Committees throughout the Department and the Commands.

The standard of risk management and associated reporting across the Ministry of Defence is now comparable with that in leading listed companies and I am very grateful for contribution made by non-executives in helping us to achieve this.



Supporting accountable and informed decision-making

Sir Theodore Agnew
Lead Non-Executive
Ministry of Justice

As the Lead Non Executive Board Member for the MoJ, during 2016-17 I particularly supported and focussed on financial activities in the Department. I have played a supporting role in influencing the development of a culture of cost consciousness in the Ministry in support of accountable and informed decision-making.

As part of the process to allocate budgets for 2016-17, I led deep dive sessions into all business groups' RDEL and CDEL budgets, providing additional scrutiny and challenge to seek assurance. This provided support for the Department in making decisions on prioritising resources, and identifying options to reduce forecast costs to ensure we could set a budget with a manageable level of financial risk. I also identified specific areas where greater focus would enable more robust forecasting, including on income and change programmes.

I ensured that the Department had a focus on the budget delegation processes, and the Department has recently begun implementation of a 'Licence to Operate' training programme for budget holders to make sure that they understand their personal responsibilities and accountabilities.



Greater engagement and collaboration

Dawn Johnson
Lead Non-Executive
Northern Ireland Office

I was appointed as Lead Non-Executive and chair of the department's audit & risk committee in June 2013.

Although the Northern Ireland Office (NIO) is small in comparison to other Whitehall departments it nevertheless plays a vital role in ensuring that Northern Ireland interests are fully and effectively represented at Westminster, and the Government's responsibilities are fully and effectively represented in Northern Ireland.

Over the last twelve months the NIO has faced numerous challenges and frequent periods of significant political uncertainty. However, despite these challenges the NIO Board has continued to maintain a focus on strengthening its governance arrangements with an emphasis this year on delivering improvements to risk management and operational planning.

The non-executive board members and audit & risk committee non-executives played a key role in helping the department refine its approach to planning and risk management by bringing an outside perspective, challenging assumptions and providing practical experience of best practice. Non-executives also participated in the facilitation of risk management workshops for senior managers.

The result has been a refreshed approach to planning and risk management policy that is understood by all staff. Improvements in these areas has allowed for more informed discussions at Board level and better decision making on a range of complex issues.

During the year, the non-executives also focused on improving relationships with the department's sponsored bodies by undertaking visits to better understand their operations, governance and internal controls first hand. The non-executives in turn were able to provide extra reassurance to the Board.



Keith Cochrane
Lead
Non-Executive
Scotland Office

Translating policy into delivery

The Scotland Office and Office of the Advocate General Non-Executive Directors have played a significant role in focusing how policy priorities will be translated into delivery. This was the first complete reporting year that the Offices had adopted the enhanced board model and, over the past reporting year, the non-executives have taken the lead, working with the Executive and Ministers in re-shaping the purpose of the Board and its sub-committees. The non-executives have worked with officials to ensure that the Departments are on track with their objectives, by providing advice and challenge on planning (particularly the Scotland Office and OAG business plans), performance management (following the introduction of a comprehensive set of performance management indicators for the Scotland Office Business Plan) and delivery capability.

Ministers and officials have been supported in this work by the Lead Non-executive, Keith Cochrane, who has met with Lead non-executives in UK Government departments across Whitehall. A wide range of issues have been considered at formal meetings of the Board, such as: implementation of the Scotland Act 2016; the departmental approach to EU Exit; defence and City Deals. Non-Executives have also supported the Departments outside of formal meetings and the policy of City Deals provides a useful example of how non-executives have engaged with the Executive in this way. Each Non-Executive has been linked to a policy team in the Scotland Office. This has provided helpful bilateral engagement between the relevant non-executive and the policy team leading on various policy projects, including City Deals.



Isobel Garner
Lead
Non-Executive
Wales Office

Agility, resilience and dynamic risk management

In March 2016 we welcomed a new Secretary of State for Wales. The Rt Hon Alun Cairns MP brought a fresh perspective to the priorities of the Wales Office. It was time to recast our business plan. As Lead Non-Executive, I was able to have fruitful, objective dialogues with the Director, SoS and key staff to capture the refreshed objectives. Executives further refined the work to develop our new "plan on a page".

The Wales Office has around 45 staff, a number of whom are on secondment. Success is determined by the ability to be agile to events, requests and opportunities. Senior staff have to be personally resilient as they carry so much of the "corporate history" to enable rapid progress to be made towards the objectives. Risk management is dynamic, daily and based on the judgement of individuals more than the formal risk management processes. Departmental Board conversations focus on resilience, use of judgement and relationships.

The Wales Office has been very successful during 2016- 17 including delivering the Wales Act and pushing forward City and Growth Deal bids, so this approach works. As non-executives we are more familiar with business plans, Key Performance Indicators and milestones from our governance experience. However, our challenge going forward is to develop a level of granularity to our plan such that non-executives can challenge and support progress towards the refreshed objectives and monitor relationship and influencing success.

Chapter 2: Cross-cutting priorities for the non-executive network

Introduction

One of my priorities is to bring together and co-ordinate the efforts of the network of non-executives, to ensure their contribution is as effective as possible. In 2015-16, five areas were identified where non-executives are particularly well placed to add value, and support the priorities of both the Cabinet Secretary and Head of the Civil Service and the Chief Executive of the Civil Service:

- 1) talent;
- 2) single departmental plans;
- 3) arm's length bodies;
- 4) major projects; and
- 5) risk management.

2016-17 progress and 2017-18 plans

1) Talent

In order to deliver the Civil Service transformation necessary over the next decade, having the right people in place is more important than ever. Non-executives are well placed to provide both support and challenge to departments in talent and capability, particularly in relation to delivery capability.

During 2016-17, the collective efforts of non-executives in talent were pulled together by a Talent Action Group (TAG). This was chaired by Allan Cook, Lead Non-Executive at BIS (to October 2016) and then by Mervyn Walker, Lead Non-Executive at HMRC.

This Group provides support and constructive challenge to Civil Service HR as it seeks to increase its capability to deliver the current and future priorities of Government, and deliver the commitments in the Civil Service Workforce Plan, the Diversity and Inclusion Strategy and the Talent Delivery Plan.

The TAG reports regularly to the Senior Leadership Committee (SLC) - the most senior level of governance on talent in the Civil Service and Mervyn has recently joined the Committee as a non-executive member. This allows Mervyn to provide independent challenge to the Committee, as well as ensuring the work of the TAG remains closely aligned to Civil Service priorities.

The Group will also be focusing on bringing about changes in some priority areas where members feel they are well-placed to add value. For the year ahead they will be focused on: gathering and sharing good practice about the role of non-executives in talent management across departments; supporting the attraction and specifically the retention of external talent in the Civil Service; and identifying and removing the barriers to developing talent.

I would like to express my thanks to Allan for all that the Talent Action Group achieved under his leadership.

Sharing good practice

The TAG has shared a good practice talent guide for non-executives and departments, which was shared with all non-executives. The guide provides information on the talent management activities non-executives should be involved in, and showcases the good practice that is already happening across a number of departments and will help non-executives to ensure they are adding value to talent management in the most effective ways.

Attracting and retaining external talent

The TAG is supporting work on talent acquisition, working with colleagues to improve the Civil Service's attraction strategy so that it can attract talented people from a diverse range of backgrounds. In order to better understand the challenges of joining the Civil Service from an external organisation, the TAG hosted a roundtable event to hear from Directors and Directors General who have joined from outside the Civil Service. The event focused on asking attendees how it felt to join the Civil Service, and what support they received/ wish they had received. As a result the TAG is considering further the role non-executives can play in promoting opportunities within the Civil Service amongst diverse networks, and contributing to work to improve the induction of senior leaders.

Development of internal talent

The TAG is keen to ensure it also maintains a focus on developing internal talent. Members of the TAG and other non-executives have volunteered to deliver sessions for participants on the accelerated development schemes (corporately run schemes for G6/7 and above identified as having high-potential to progress). The topics relate to areas identified as priorities by the participants and feedback from the early events has been very positive.

Many non-executives have also taken part in recruitment panels, supporting the Civil Service to appoint the inspiring, confident and empowering leaders it needs. Lead non-executives have also continued to play an important role in Permanent Secretary performance reviews this year.

2) Single Departmental Plans

In 2015, a new form of business planning was introduced, in the form of Single Departmental Plans (SDPs). Good planning is essential to delivery, whether in the public or the private sector, especially in setting real priorities.

SDPs align business planning with the Government's priorities into a single structure, setting out the priorities and deliverables to which the Civil Service can be held to account. SDPs aim to provide a consistent approach to planning, to improve performance management and decision-making, and to drive more effective delivery. Last year, I said that boards have a crucial role to play in tracking and driving the delivery of a department's priorities, and that non-executives should take an active role in the oversight of SDP implementation, including ensuring that they have access to the relevant management information.

This year saw the continued embedding of SDPs. Departments have undertaken a process of refreshing their SDPs, particularly around:

- improved mapping of resources through integration of the four year financial plans;
- integration of work on the functional agenda;
- better alignment with the work of arm's length bodies; and
- clearer representation of work on cross-cutting issues.

Many non-executives provided valuable constructive challenge throughout this refresh process, and used the existing SDPs to hold their departments to account. Following the appointment of Theresa May as the Prime Minister and the subsequent Cabinet reshuffle, it was useful for board members to have the overview of the totality of the department's work that the SDPs provided.

This year, the Government should continue to build on the current SDP format, and I welcome a continued focus on departmental business planning and capability. As the Government approaches the unique challenge of managing our exit from the European Union, it is important that departments respond dynamically to the questions and options that emerge through this process. Decisions need to be underpinned by a clear understanding of the department's work, its priorities and accurate assessments of the overall deliverability of a department's programme.

Boards should continue to have a role in scrutinising the delivery of their department's priorities and take an active role in SDP oversight. They should also engage actively with the process of refreshing the SDP to incorporate the new manifesto commitments, and maintain a focus on prioritisation and capability.

3) Arm's length bodies

Last year, I noted that, given the importance of Arm's Length Bodies (ALBs) in the delivery of government priorities, non-executives and departmental Boards should improve their oversight of and engagement with ALBs. Sue Langley, Lead Non-Executive at the Home Office, chaired an advisory group made up of non-executives from BIS, Cabinet Office, DCMS, Defra and DWP, to drive this priority. The group met with the National Audit Office (NAO) and Public Chairs Forum in order to increase their understanding of the issues.

The main activity of this advisory group was to feed into the development of the Cabinet Office publication [*Partnerships between Departments and Arm's Length Bodies: Code of Good Practice*](#). The Code was published in February 2017, and aims to bring greater consistency to relationships between departments and ALBs. It was developed in response to reports by the NAO and the Public Accounts Committee, which recommended that the varied approaches departments took to managing relationships with ALBs should be underpinned by common principles based on what works well. The group provided advice and challenge on the contents and its implementation strategy.

The Code is a crystallisation of best practice across government, and provides a set of overarching principles and standards to support departments and ALBs in working effectively together. It represents a move away from the traditional 'oversight' approach to relationships with ALBs, to a more proportionate, risk-based partnership model, where the emphasis is on

high level strategic engagement and on appropriate assurance rather than on control and process.

The Code states that:

“The departmental board, the departmental audit and risk committee, and departmental non-executive directors [should] have an appropriate overview of operations of the ALB, proportionate to its purpose, risk and required degree of independence.” (Standard 2.4)

“The department and the arm’s length body [should] maximise the expertise and experience of their non-executive directors. This may include inviting non-executive directors to participate in reviews of ALBs as well as broader corporate priorities across the integrated delivery system. Departments may also consider inviting the non-executive directors of ALBs to sit on departmental boards.” (Standard 3.4)

All departmental non-executives received a copy of the Code on publication, and were asked to use it to question their own department about how it is aligning ALB partnerships with the Code principles. The advisory group encouraged non-executives to build good relationships with ALB chairs and non-executives as appropriate, in order to support more formal governance structures and to improve understanding and trust on both sides. They noted innovative models, such as Defra which has brought the chairs of its two biggest agencies (the Environment Agency and Natural England) onto its departmental board. Audit and Risk Assurance Committee chairs, in particular, were urged to consider the health of partnership relationships as part of their oversight of ALBs.

Finally, the advisory group provided input to the refresh of the *Code of Practice on Corporate Governance*, to ensure that it was in line with the *Partnerships between Departments and Arm’s Length Bodies: Code of Good Practice*.

The advisory group stood down in February 2017. I would like to express my thanks to Sue and the group members for their timely input to this important policy area.

4) Major projects

The challenges of delivering transformation across government remains. It will not be possible for the Civil Service to deliver efficiency savings through small scale change; transformation delivered via major projects is required to take place. Non-executives, with their experience of running complex organisations, are well placed to provide necessary challenge to departments both in terms of their overall approach to project delivery and to specific major programmes.

The Infrastructure and Projects Authority (IPA) continues to be the Government’s centre for expertise for infrastructure and major projects. The IPA works with government and industry to ensure projects are delivered efficiently and effectively, and to improve performance over time. The IPA carries out over 200 independent assurance reviews of projects each year, which provide an expert view of delivery confidence and mitigating actions. The Major Projects Review Group has held 15 panel discussions and was supported at some by departmental non-executives to provide external challenge.

Last year it was suggested that in order to disseminate best practice, the IPA should provide brief guidance to non-executives and other board members on how they should offer advice and challenge to their departments on major projects. Departmental Board members have a critical role in establishing an environment that will enable the effective delivery of major projects, and also provide broad oversight and scrutiny of the performance of major projects across the department. The IPA have been working in conjunction with non-executives and Saïd Business School at the University of Oxford to produce short guidance for Departmental Board members to consider when discussing or reviewing major project proposals. This will be circulated in autumn 2017. In the year ahead, non-executives should use this to support and challenge their departments effectively.

5) Risk management

Last year I outlined the work that Ian Barlow, the former Lead Non-Executive of HMRC, and other departmental Audit, Risk and Assurance Committee (ARAC) chairs were taking forward to improve risk management across government. It focussed primarily on two broad areas:

- sharing best practice - to identify examples of risk management that work in practice and support departments in sharing and adopting this; and,
- cross-government - to develop a systemic and rational approach to cross-government risks including how such risks are identified; how they would be managed; and where responsibility for that would lie.

In January 2017, the Cabinet Office published the non-executives' review of risk management, [*Management of Risk in Government: a framework for boards and examples of what has worked in practice*](#). The framework does not aim to bring about a one-size-fits-all approach to managing risks, or to centralise risk management in government. Rather, it aims to provide a broad and high-level framework of good practice that can help organisations put in place arrangements for managing risk that are structured and comprehensive. It includes a high-level checklist of questions for both board members and risk practitioners to test and challenge the risk management arrangements for their organisation.

The framework also includes examples of tools and techniques that have been used successfully in parts of government. These emerged through a series of peer reviews between departments over the last two years. The framework was supported by the the ARAC Chairs network, which met twice in 2016-17. The framework is a valuable resource for both board members and day-to-day practitioners of risk management. It is now being used as an induction tool for new non-executives, particularly those chairing Audit, Risk and Assurance Committees. I am grateful to Ian Barlow for leading this work, and to the other non-executives who contributed.

In terms of the second strand of work, any moves towards a more centralised approach to risk management across government should be through the joining up of existing departmental approaches to risk and other business planning processes. Rather than create new processes, it should be routed via existing cross-government approaches to performance management such as Single Departmental Plans.

Given the current challenges and complexities, effective and meaningful risk management in government remains as important as ever, and ideally I would still like to see a more formal cross-government approach to the identification of risks and how they are managed, but it should build upon existing attempts to codify business planning processes.

The network of non-executives would be happy to advise on any attempts to do this but will not lead the process through further formal review. The framework published earlier this year stands as a useful contribution from the non-executive network to enhancing risk-management. Whilst risk-management should remain a priority for Government, I am happy for the non-executive network to no longer prioritise this area as a focus for reform in the medium term.

Chapter 3: Looking forward to 2017-18

Making a success of the board model

I was pleased that Theresa May, on her appointment as the Prime Minister in July 2016, recognised the departmental board model as an overall success, bringing useful external expertise and challenge into the running of departments. Boards help departments to succeed, deliver policy, manage risk and be more efficient, through constructive challenge and open governance. They are a valuable resource when used well.

The number of board meetings held in 2016-17 went up in comparison with the previous year and we have seen a sustained high level of attendance at meetings. But more work needs to be done. The board model is now embedded in most central government departments, but it continues to be a work-in-progress in others. The buy-in of board chairs is a key success factor so I will continue to meet with Secretaries of State to champion the effectiveness of the model and ensure new board members receive appropriate induction.

Refocusing of priorities

The events of the past year have necessitated reflection on the priorities for the network. I believe that business planning, talent and major projects are the areas where non-executive expertise should be leveraged across the network for best effect.

I will urge non-executives to continue to engage with the refresh of single departmental plans and other business planning activity. The plans provide an opportunity for scrutiny and challenge but crucially they are also a vehicle for prioritisation. Prioritisation of government business must continue apace in the year ahead. I also look forward to the embedding of the good practice guide for non-executives on talent and the publication of guidance on major projects. These will enable non-executives to execute their roles in departments effectively.

Transformation of the Civil Service

More broadly, at both a departmental and cross-government level, non-executives should input into how departments and the Civil Service should look following EU Exit. Efficiency continues to be important but cost cutting alone will not produce services that meet public expectations or equip government to deliver future challenges. What is required is sustained and deep transformation in how the Civil Service operates. The process is well underway. The exiting of the UK from the EU creates additional short term pressures on existing transformation programmes, but also heightens the need for longer term sustainable change. Non-executives are well-placed to advise on this transformation, with their experience of both running large, complex organisations, their function-specific expertise (eg. HR, digital, property) and their knowledge of government.

The next year will undoubtedly be a demanding one. Departments must navigate a complex terrain of uncertainty brought by the UK's forthcoming departure from the European Union. Feeding into the negotiating process whilst planning for the various scenarios, and also implementing transformation programmes will be no small feat. Non-executives will need to continue to ask the difficult questions - how resources are being prioritised, how workforce

planning is being carried out, whether appropriate risk management processes are in place. They must do this whilst also supporting senior officials and ministers through what is undoubtedly the most complex challenge most of them will ever have undertaken, and being mindful of the pressures they are under. I am confident that the network will be able to fulfil this carefully balanced role.

Annex A: List of Central Government non-executive board members (as at 31 March 2017)

Department	Lead non-executive						
BEIS	Archie Norman	Charles Randell	Professor Ann Dowling	Kathryn Parsons	Dame Carolyn McCall	Lord Stephen Carter	Stuart Quickenden
CO	Sir Ian Cheshire (interim lead)	Catherine Brown	Paul Kirby				
DCLG	Nick Markham	Grenville Turner	May Ney				
DCMS	Charles Alexander	Matthew Campbell-Hill	Fields Wicker-Miurin	Neil Mendoza			
Defra	Steve Holliday	Paul Rew	Catherine Doran	Peter Bonfield			
DfE	Vacant	David Meller	Marion Plant	Ian Ferguson	Baroness McGregor-Smith		
DfID	Vivienne Cox	Richard Keys	Sally Jones-Evans	Tim Robinson			
DfT	Ed Smith	Mary Reilly	Richard Brown	Tony Poulter			
DH	Peter Sands	Gerry Murphy					
DIT	Simon Walker	Phillipa Malmgren	Noel Harweth	Julie Currie			
DWP	Dame Clara Furse	Andrew Graham	David Lister				
FCO	Miranda Curtis	Warren Tucker	Julia Bond	Sir Edward Lister			
HMRC	Mervyn Walker	John Whiting	Joanna Baldwin	Simon Ricketts	Alice Maynard		
HMT	Baroness Hogg	Richard Meddings	Dame Amelia Fawcett	Tim Score			
HO	Sue Langley	Adrian Joseph	Suzy Levy	John Studzinski	Nicholas Shott		
MoD	Sir Gerry Grimstone	Graham Williams	Paul Skinner	Danuta Gray			
MoJ	Sir Theodore Agnew	Liz Doherty	Lizzie Noel	Sir Martin Narey	Sir Michael Barber		
Northern Ireland Office	Dawn Johnson	David Brooker					
Scotland Office	Keith Cochrane	Shonaig Macpherson	Graeme Bissett	Edward Adams	Joyce Cullen		
Wales Office	Isobel Garner	Tom Jones					