

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

**Annual Report 2018-19**



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## Introduction

It is with great pleasure that I deliver my fifth report as Government Lead Non-Executive and I have been delighted to lead the Non-Executive Network during this period. 2018-19 saw the sad loss of Lord (Jeremy) Heywood - a truly inspirational leader and civil servant - as well as welcoming Sir Mark Sedwill to the role of Cabinet Secretary.



Overall the Civil Service has had an incredibly challenging year performing and delivering in a landscape of EU Exit work, single departmental plans delivery, spending review preparation and continuing to modernise itself.

The non-executive directors' expertise of 'Scrutiny, Support and Challenge' has focused on priorities relating to single departmental plans, major projects and talent. Over the last few years this has seen step change improvements and clearer guidance emerge. A recent and welcome innovation includes that departmental single plans will form a key basis for spending review business cases and this should ensure the stated benefits are more fully realised in the future.

A key area I have focused on, with the Network, during 2018-19 has been the thinking and planning in relation to EU Exit preparedness - as well as how we continue to support government in a wider context and through business as usual. This included my appearance before the Exiting the European Union Parliamentary Committee in October 2018, where I spoke on Government capability to deliver Brexit, from my perspective as the Government Lead Non-Executive.

This year I have also encouraged a greater focus on the cross-cutting department issues, as I am keen that non-executives support work towards achieving cross-government objectives, not just within our individual departments. We heard about Cabinet Office's efforts to improve cross-cutting delivery across the whole public sector which I want us to support. This will be a continuing theme for the remainder of my term and, as an outcome, it is my intention to agree new priorities concentrated on:

- **EU Exit** - asking non-executive directors to support the delivery and implementation of the final decision by working collaboratively within departments, and collectively across government.
- **Spending Review** - support departments through realistic prioritisation, planning and deliverability

In terms of progress against the Diversity Action Plan published by the Cabinet Office Public Appointments Policy Team, I remain personally committed to championing greater diversity and inclusiveness across non-executive appointments. Permanent Secretaries are rightly proud of the progress made across the civil service and it is important that this stance equally reflects across non-executive appointments, as far as achievable.

I welcomed a collaborative working opportunity with the Office of the Commissioner for Public Appointments led to a workshop with the Chairs of Departmental Audit & Risk Assurance Committees. This focused on the Public Administration and Constitution Committee report that saw the nomination of a non-executive on each departmental board taking on the oversight of the business appointment rules. The work focused on the transparency and arrangements in place for the operation of business appointments. This shared thinking will continue to promote consistency in our approaches and assures that at central department level such appointments are fully transparent.

I have met regularly with departmental non-executive board members, individually and as a collective, ensuring their views are reflected back to Ministers, the Cabinet Secretary and the Chief Executive of the Civil Service. The Network continues to drive open and honest conversation about the challenges that face all departments and our role in how we support each to achieve the stretching targets set.

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

**Sir Ian Cheshire**  
**Government Lead Non-Executive**

# Key Facts

# Non-Executive Directors across central Departments and Territorial Offices



**21** new appointments



New non-executives  
71% women  
29% men



**11** reappointments



Gender breakdown of Lead Non-Executives



91 Non-Executive Directors  
39 women  
52 men

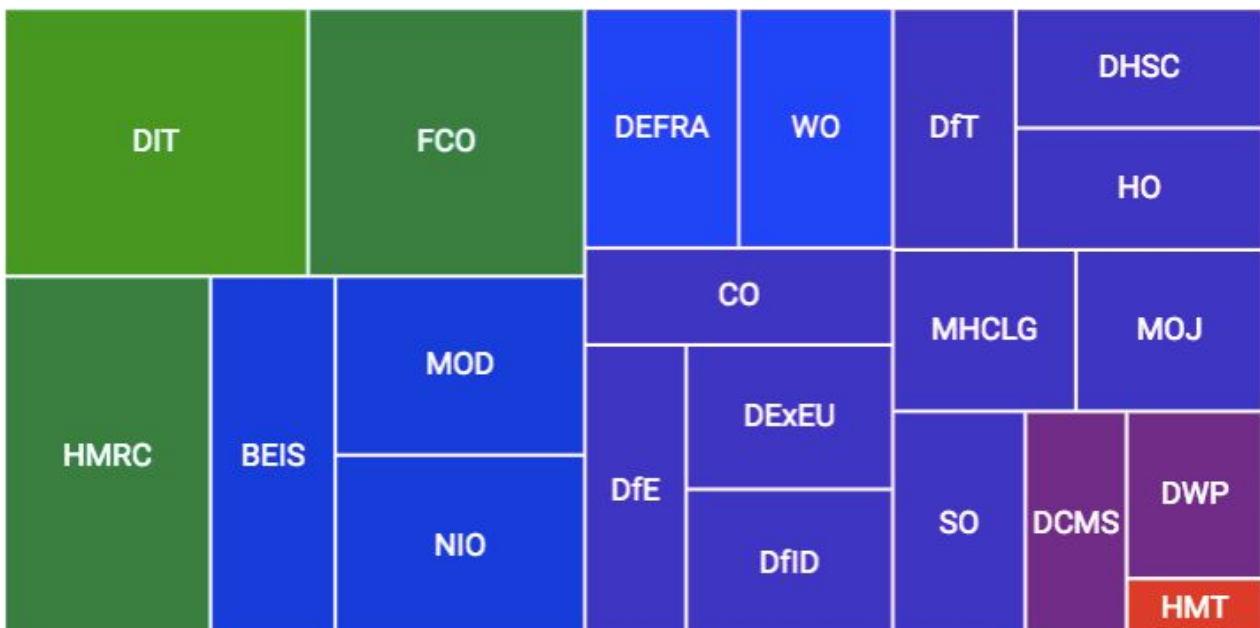


- 2** Lead Networks
- 11** Telekits
- 2** Non-Executive Conferences

## 106 Departmental Boards



### Breakdown of Departmental Boards







## Foreword

**Sir Mark Sedwill**, Cabinet Secretary and Head of Civil Service

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



The challenges and opportunities we face in government over the next 12 months and beyond, to which Sir Ian refers in the introduction to this report, have rarely been greater. In leading the response to these challenges from the centre, we know that success depends on a truly collaborative and coordinated effort across all the departments of government and their arms length bodies.

The network of departmental non-executives provide vital support and challenge to that effort, in ways that often go unseen. Our executives bring their expertise and help to the areas of planning, delivery and performance management in particular, and we value their varied experience to support Civil Service improvement.

Our non-executives are a quiet powerhouse, lending their energy, enthusiasm and experience to officials and ministers alike, with a clear commitment to helping government work better. We have regular discussions with Sir Ian and the non-executives across the network and value highly their insight and advice.

The addition of non-executives to enhanced departmental boards has promoted change and improvement in governance and risk management, as well as across many other aspects of central departments' work. During 2018-19 this has supported departmental continuity and delivery of business as usual, as well as a focus on planning for the UK's departure from the European Union.

Non-executives come from a variety of backgrounds, and we welcome Sir Ian's commitment to building on that diversity, which echoes our ambition for an ever more inclusive Civil Service that reflects the society we serve. The diversity of thought and experience that non-executives bring to the role helps us to break down siloed thinking and plays an important part in holding government to account and delivering the best outcomes for citizens.

We thank Sir Ian for this report and look forward to carrying on the work we have begun with him and his fellow non-executive directors to tackle the challenges and opportunities ahead.

**Mark**

**John**



## Chapter 1: Review of the departmental board programme in 2018-19

### Who we are

This year marks the eighth 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. Non-executives also make a significant contribution outside of the boardroom.

Non-executive directors were brought into government to provide scrutiny, support and challenge. They exercise this role through influence and advice, supporting as well as challenging the executive. They advise on performance (including agreeing key performance indicators), operational issues (including the operational / delivery implications of policy proposals), and on the effective management of the department. They also provide support, guidance and challenge on the progress and implementation of the single departmental plan, and in relation to recruiting, appraising and ensuring appropriate succession planning of senior executives.

Non-Executives chair committees responsible for audit and risk assurance, and nominations, as part of departmental governance. They also make a substantial contribution outside of the board room, taking on extra roles both within departments and across government. Examples include:

- leading annual performance reviews of Permanent Secretaries
- providing informal advice and support to officials and ministers
- taking part in appointment exercises within departments and in their wider departmental family organisations
- supporting the scoping of projects and acting as a trusted sounding board for early ideas

The departmental case studies, set out in Annex 1, provide examples of these types of roles in action. Supporting and promoting openness to challenge enables an environment that can see its challenges and problems quickly, and manage or mitigate its risks effectively and pragmatically.

It also enables a culture that looks to innovation and creativity in problem solving, ensuring that government delivers on the commitments that matter.

## Board Meetings

### Frequency

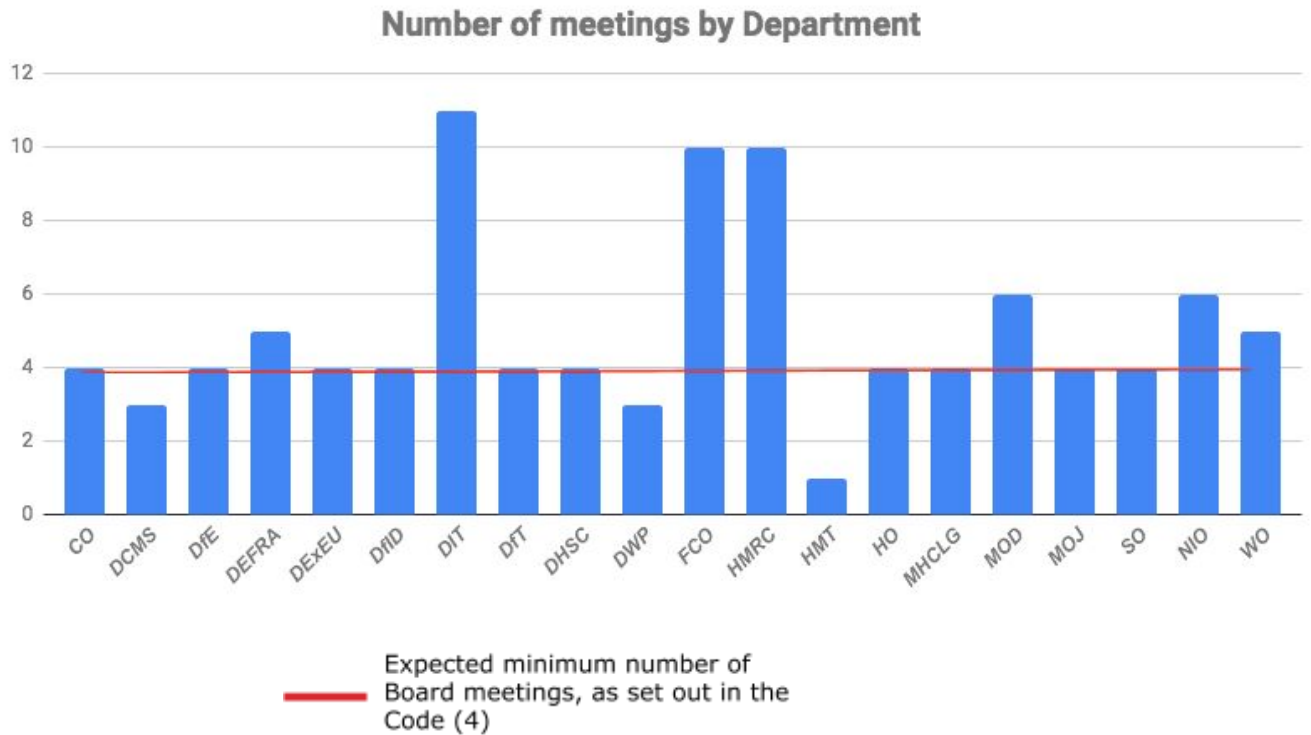
In 2018-19, 106 departmental board meetings were held across 18 central government ministerial departments and 3 Territorial Offices.<sup>1</sup> This represents an average of 5 meetings per department, above the required minimum of four meetings per department per year. The average number of meetings remains consistent with 2017-18.

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<sup>1</sup> The 18 Departments are: BEIS, CO, MHCLG, DCMS, Defra, DEXEU, DFE, DFID, DFT, DHSC, DIT, DWP, FCO, HMT, HO, MOD, MOJ, one non-ministerial department (HMRC), and 3 Territorial offices (Scotland Office, Wales Office, Northern Ireland Office).

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.

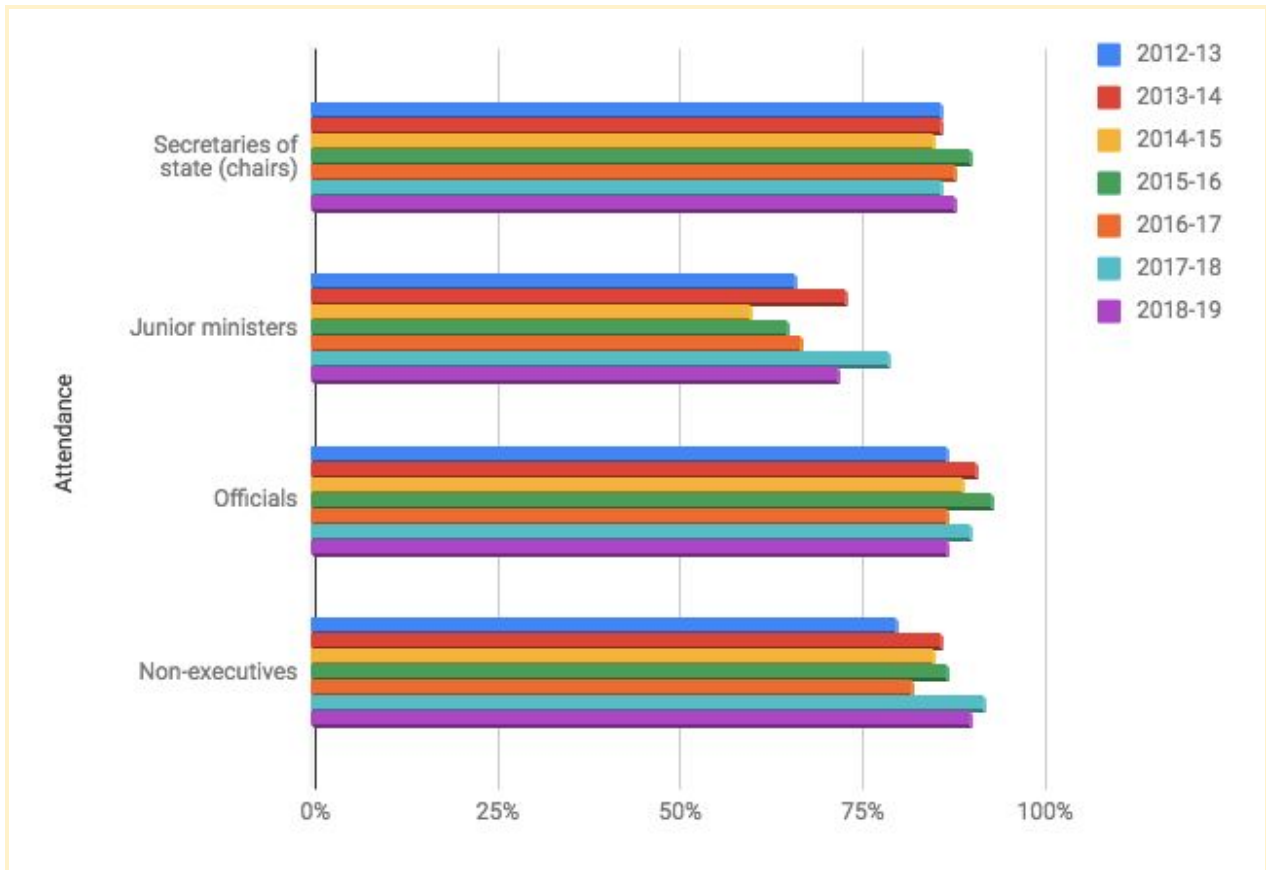
**Figure 1 : Number of Departmental board meetings held in 2018-19**



## Attendance

Overall attendance at board meetings remains high, at 88% (1% higher than 2017-18). Figure 2 illustrates all of the constituent groups of board membership, and indicates a relatively consistent level of engagement in each category. Secretaries of State show a slight increase on the previous year, whereas junior ministers, officials and non-executives participation has slightly decreased. All levels of attendance compare favourably to the 2012-13 baseline.

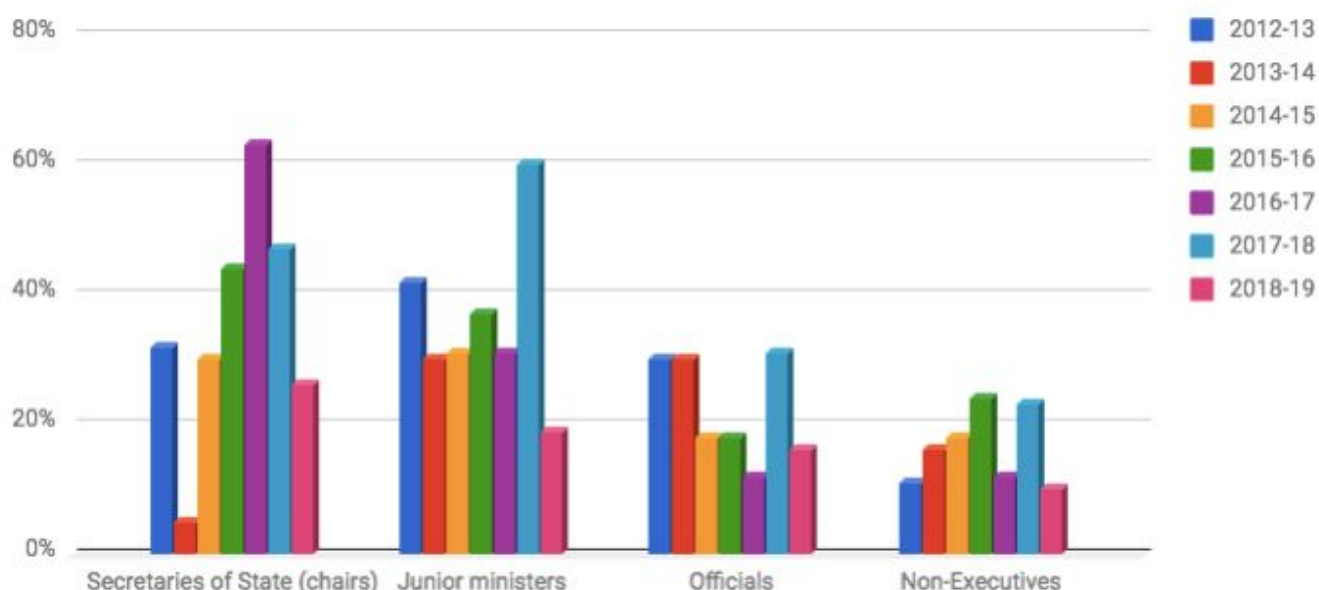
**Figure 2 : Attendance at Departmental Board meetings**



## Turnover

As shown in Figure 3 there has been a lower turnover of both Secretaries of State and junior ministers this year compared to the previous one. Non-executive turnover was 10% and as a result, has provided continuity during periods of change.

**Figure 3 : Turnover of Departmental Board Members**



### Non-executive board members

There are now 91 non-executive board members across 21 government departments (17 ministerial departments, HMRC and three Territorial Offices)<sup>2</sup>. A list is provided in [Annex 2](#) (up-to-date details are on departmental website.)

Non-executives are appointed on merit by the department’s Secretary of State, and all roles are advertised on the Cabinet Office’s [Centre for Public Appointments website](#). Non-executives on central government departmental boards are recruited primarily from the commercial sector and generally have experience of managing large and complex organisations.

### Skills

In the last year, talented people have joined our non-executives network with experience from highly varied organisations, such as: Barclays, MediaCom, Raspberry Pi, Hays, Hemera Data Science. A number of non-executives are leading practitioners in senior corporate roles such as Directors, Chief Executive Officers, Partners and HR Directors.

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 Department for Environment, Food and Rural Affairs appointed a new non-executive with experience of data science and management.

<sup>2</sup>As at 31 March 2019

## Diversity

Following the publication of the Public Appointments Diversity Action Plan<sup>3</sup>, the government remains focused on the ambition that, by 2022, 50% of all public appointees should be female and that 14% of appointments should be from ethnic minorities, reflecting the resident population of England and Wales. For departmental boards this remains important as the action plan is clear that:

*“Inclusive and diverse public boards are more effective, better able to understand their customers and stakeholders, and benefit from fresh perspectives, new ideas, vigorous challenge and broad experience.”*

I continue to promote diversity when departments are considering new non-executive appointments but, the terms of such appointees means that the impacts will be several years in the realising. As at 31 March 2019:

- ethnic minorities appointees made up 7% of non-executive directors
- women made up 43% of non-executive board members (and made up 71% of all non-executives appointed in the period April 2018-March 2019).

These figures are much higher than in FTSE 250 companies where in 2018 female non-executive board members made up 29% of the total number.<sup>4</sup> I am particularly pleased to report that Lead Non-Executive Director appointments are now filled by 33% women.

With regard to wider diversity, the Parker Review<sup>5</sup> has recommended a target for ethnic diversity in FTSE 100 boardrooms - that there should be at least one director of non-white ethnicity by 2021.

I remain personally committed to, and concerned about, this issue and will be seeking to ensure that Secretaries of States, Ministers, senior officials and lead non-executive board members continue to work to ensure that recruitment processes encourage candidates from a wide range of backgrounds.

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<sup>3</sup> Public Appointments Diversity Action Plan

<sup>4</sup> Vinnicombe, S; Sealy, R; Doldor, E - p.1 (2018) “The Female FTSE Board Report”, Cranfield University

<sup>5</sup> Parker, John Sir - Report into the Ethnic Diversity of UK Boards (Beyond one by '21)



# Role of the Government Lead Non-Executive



I have met regularly with Secretaries of State, permanent secretaries, non-executives and others. In total, I undertook 75 meetings (including 11 teleconferences with lead non-executives representing central departments).

I have chaired 4 Network events, with a wide range of speakers, including Ministers, the Cabinet Secretary and the Civil Service Chief Executive. Subjects we have covered this year include EU Exit preparedness, Spending Review 2019, Industrial Strategy, major projects and talent. Separately, I was also pleased to speak alongside Baroness Ruby McGregor-Smith (DfE), to members of the Public Chairs Policy Forum in September last year.

In other activity, Sue Langley (Home Office) and Sir Gerry Grimstone (MOD) supported the work on an Independent Review of the EU Exit No Deal Assumptions, outside of their departmental commitments.

A further additional and separate piece of work with the EU Exit Implementation Team included assuring the Brexit Phase 1 lessons learnt exercise and this engaged Paula Vennells (Cabinet Office), Miranda Curtis (FCO) and Sue Langley (Home Office) contributed to this exercise.

Marc Bolland (DfID), Miranda Curtis (FCO), Simon Walker and Julie Currie (DIT), and Henry Dimpleby (Defra) are also leading thinking in relation to work on a cross-departmental international approach.

The above are only a few of the examples of where non-executives are stepping beyond their departmental portfolios and increasing their contribution to the wider landscape of government.

I chair the Permanent Secretaries Remuneration Committee, which makes recommendations to the Prime Minister about the remuneration of the most senior civil servants. As part of supporting the work of the Cabinet Secretary, I agreed changes to the previous process which saw lead non-executives taking on a more extensive role in the annual performance process. I believe this has added a beneficial layer of openness and transparency to the conversations about how well the Civil Service is performing. I personally led the annual performance reviews of Sir Mark Sedwill (Cabinet Secretary and Head of the Civil Service) and John Manzoni (Chief Executive of the Civil Service and Permanent Secretary to the Cabinet Office).

The non-executives attended a reception at No.10, hosted by myself and the Chancellor for the Duchy of Lancaster, in January 2019 to thank them for their public service. The reception was also attended by The Rt Hon Mel Stride, Financial Secretary to the Treasury and The Rt Hon Oliver Dowden CBE MP, Minister for Implementation. The Network was heartened by Ministers support for the programme, and for the contribution of the non-executives across government.

I would like to thank all the non-executive directors for their hard work and delivery of our core role and for stepping into new challenges to support ministers and officials. It has been a year of turbulence and challenge and I am proud that, as a network, we have risen to meet it.

Finally, I would like to thank the 7 non-executives who retired as their terms of office came to an end, and to welcome 21 new non-executives to the network. I am proud to lead such a diverse and committed Network and we look forward to supporting Ministers and civil servants over the coming year.

## Chapter 2: Priorities for the non-executive directors network

### Introduction

One of my priorities is to bring together and coordinate the efforts of the network of non-executives, to ensure their contribution is as effective as possible. For 2018-19 this saw a continued focus on areas 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

The Talent Action Group (TAG) continues to play an important role in supporting talent management across government. The aims of the group continue to be:

- to encourage good talent development within departments
- to share best practice across departments
- to support the development of Civil Service talent strategy
- to promote the value of non-executive involvement in talent development

Over the past year the TAG, under the leadership of Mervyn Walker (lead non-executive HMRC), has grown in number and now represents an even wider group of departments.

TAG members provide extensive support to Civil Service Talent activities. Over the past year this has included involvement in:

- accelerated development scheme launch events, workshops and talks;
- membership of accelerated development scheme selection panels;
- involvement in the delivery of improved induction processes for new Directors General;
- a joint conference with Rupert McNeil (Civil Service Chief People Officer) for HR Directors from across government.

TAG continues to be represented in both of the principal Civil Service talent governance bodies - the Senior Leadership Committee (SLC) and the Leadership and Talent Board (LTB). A recent cross-government review of governance, which expanded the remit of the LTB, has reaffirmed the value of NED involvement.

TAG continues to provide an important challenge and advisory function through its quarterly meetings and extensive work outside formal meetings. Over the past year, observations TAG has made about the positive aspects of the Civil Service's talent work and areas for further development include the following:

- **Commitment to Talent Development:** TAG believes that the positive commitment of Senior Civil Service leaders to talent development, the amount of time they spend discussing people and talent issues, as well as the high level of knowledge leaders display about the people they manage and support, compare well to other organisations.
- **Commitment to Diversity and Inclusion:** TAG is also positive about the extensive commitment that the Civil Service makes to promoting diversity and inclusion and the progress it is making. There is clearly a huge amount still to do and this is an area in which the TAG is keen to continue to make a contribution.

- **Speed of Rotation:** The speed of rotation of Senior Civil Servants between posts tends to be faster than would normally be the case at an equivalent level in the private sector. In addition, the structure and constraints of the SCS pay system further encourage rotation. TAG fully recognises that the issues are neither new nor easy to address but TAG members believe that over the longer term a slower average speed of rotation would be conducive to good talent development.
- **External Talent Attraction:** There have been notable successes in recent years in attracting external mid-career recruits into the Senior Civil Service. In addition, the focus on identifying external candidates for inclusion in succession plans has increased. However, TAG feels that there is scope for taking a more strategic approach to marketing the Civil Service externally as an employer of senior talent. The Civil Service has very considerable attractions (the value of public service, the intellectual challenge of the work, the calibre of colleagues and the level of responsibility), but they are still not well understood in the external market. The TAG is keen to support further work in this area.
- **Talent Tools and Processes:** Over the long term, success in talent development is driven much more by the quality of relationships and conversations than by the exact design of talent tools and processes. TAG's view is that the talent tools and processes the Civil Service uses are largely fit for purpose and are very similar to those used by large private sector organisations. While there is always scope to improve them further, we think that the focus of effort should be on continuing to improve the quality of conversations with and about people, and on taking action as a result.

Over the coming year, the demand for TAG involvement will continue to grow, especially as the Civil Service's Leadership and Talent strategy is developed. In addition, the increased remit of the Leadership and Talent Board brings a number of new sub-groups to work on specific topics and there is scope for TAG members to be involved in these groups.

## 2) Single Departmental Plans

Single Departmental Plans (SDPs) are the basis of the Government's planning and performance framework. They set out a department's objectives, how it will use its resources to achieve them, and how its performance can be measured.

The National Audit Office (NAO) and Public Accounts Committee (PAC) have completed reviews into Government planning and spending, both noted that there had been improvements to department's SDPs, but there is further progress to be made. Their recommendations centred around the need to better challenge over-optimism, short-termism and siloed-working.

The 2019/20 SDP update has focused on:

- **Improved Risk Management:** SDPs should identify the departments' principal risks and describe how these risks will be managed and mitigated; including how these will be subject to monitoring and review as part of their normal management and governance processes;
- **An increased emphasis on the overall deliverability of the department's portfolio,** including asking for Accounting Officer and key functional directors in departments to sign-off on the deliverability and affordability of the plan; and
- **Starting to incorporate the principles of the Public Value Framework:** SDPs reflect performance against the four pillars of the Public Value Framework, the improvements they have already made and what more they plan to do to improve performance further. Following the Spending Review, the Public Value Framework will play a key role in the systematic thinking of priority outcomes across government and will be used to monitor and drive progress in delivering key areas of government spending as set out in SDPs

Building on from previous years, non-executive directors have continued to provide support and challenge to Ministers and senior officials - particularly across the areas outlined above and on the department's capacity, capability and bandwidth to deliver what they set out within the SDP. We must recognise that ongoing preparations to leave the European Union has made this year's SDP process challenging - but, within this context, a continued focus on medium-term planning and prioritisation has been vital. Non-executive directors will continue to support assuring delivery of the SDP, via our role on Departmental Boards and Audit and Risk Committees.

Ahead of the spending review, and explicitly to inform the spending review, departments' 2019/20 SDPs and performance information will inform: baseline information on all planned activity; how departments will measure their performance, including against the Public Value Framework; and the affordability and deliverability of departments' objectives.

After the spending review, departments will be expected to develop new medium-term SDPs to cover their new settlement from 2020/21 – and continue to update them annually.

### 3) Major Projects

Non-executive directors bring extensive experience in managing major projects, and are able to support Civil Service commercial capability. EU Exit has an impact on current contracts and introduces a need for new procurement and development of digital systems that require careful oversight.

The Infrastructure and Projects Authority have supported non-executives to ask the right questions about major projects, initially developing an aide-memoire issued in July 2017 of how NEDs can offer advice and challenge to their departments to help drive successful project delivery.

This was further developed to take account of the new EU Exit Priority Portfolio of projects and launched at the NEDs Conference on 3 October 2018. Additionally Matthew Coats, DG EU Exit Implementation Group, and Rod Kentish, IPA, gave an EU Exit briefing to Lead NEDs in August 2018.

Tony Meggs, then CEO of the IPA, presented at the NEDs Conference in October on **Transformation; Beyond Digital Government** where he put transformation in context, sharing latest performance data; spoke of our opportunity at the next Spending Review to aim for “no failed projects”; and outlined the tools and resources available to support NEDs and their departments - in particular the 7 Lenses of Transformation and the 7 Lenses Maturity Matrix. At this event NEDs also received a pack containing:

- 1) Departmental Analysis for each NED for their GMPP Transformation Programmes
- 2) 7 Lenses of Transformation Booklet and card deck
- 3) 7 Lenses Maturity Matrix
- 4) NAO Report: Transformation guidance for audit committees
- 5) Aide-memoire on Suggested Questions for NEDs to ask their departments.

Elsewhere in the IPA, a number of non-executives continue to offer support to the Major Projects Review Group (run by the IPA) to look at some of the Government's highest profile projects, when they reach key approval points in their project lifecycle.

#### 4) Other areas where non-executives have contributed during 2018-19

Annex 1 details the case studies of the work undertaken by department non-executive directors during the year and below represents a collation of issues addressed across government.



## Chapter 3: 2019-20: the year ahead

The next period faces a number of significant challenges, not least:

- implementing the EU Exit decision
- delivery of a Spending Review, through the lens of a constrained fiscal envelope and increasing demands on services and resources
- further embedding Single Departmental Plans and the Functional model
- continuing the work of A Brilliant Civil Service and becoming the most inclusive employer in the UK by 2020 (both diverse and inclusive, making the best use of the talent that exists in all parts of society)

I will continue to place emphasis on how boards demonstrate their effectiveness, both to ensure they continue to make significant contributions to government but also to draw out examples of best practice that will support learning across the non-executive network. Departmental Boards are key to the successful delivery of departments work and remain a critical part of department structures, providing essential continuity during periods of change.

However, given the government is continuing its modernising journey and moving to focus on several specific cross-cutting issues, it is now timely to look to concentrate non-executives energy to wider cross-governmental challenges and opportunities, alongside ensuring the continuity of business, during this unprecedented period of change. Over the next year we will focus on:

- where vacancies arise, promoting increasing diversity and inclusiveness of the non-executive network, whilst ensuring appointees remain of a high calibre and add value to the work of departments
- supporting the process of the delivery and implementation of EU Exit, through working collaboratively within departments, and collectively across government.
- providing challenge to departments on spending review planning and bids, ensuring proposals are realist in terms of prioritisation, planning and deliverability
- supporting thinking to develop a framework for the whole public sector
- supporting the scoping of projects and acting as a trusted sounding board for early ideas

## Annex 1: Department Case Studies from Lead Non-Executives



**Catherine Brown**

Cabinet Office  
Non-Executive

### EU Exit and wider engagement

During the year the non-executives oversaw the Cabinet Office's preparations for EU Exit, alongside colleagues responsible for programme delivery, including government procurement and Yellowhammer.

We also welcomed four new non-executives to the Cabinet Office team (Anand Aithal, Michael Ashley, Karen Blackett and Paula Vennells) bringing us up to full complement. Each have already taken on specific areas of work (e.g. audit) and are providing support to officials and ministers on these.

Through ongoing membership of the executive's People Committee, we have continued to oversee development of the department's talent and culture.

As the department responsible for government functions, the Audit and Risk Committee took an active role in reviewing preparations for the new Government Property Agency, to ensure it launched successfully early in 2019.



**Archie Norman**  
Lead Non-Executive

Department for  
Business, Energy and  
Industrial Strategy

### The Industrial Strategy and looking forward


The BEIS Departmental Board has prioritised embedding the Industrial Strategy across all its work this year. The Department marked the first year of the Industrial Strategy in December 2018 and used this milestone as impetus to develop a challenging work programme, where I, and the Board, pushed BEIS senior management to be innovative in their interactions with business by:

- championing joint working in policy formation and avoiding preconceptions;
- establishing a Shadow Executive Committee, and ensuring that the Co-Chairs have a route to the Board through the Lead Non-Executive and Permanent Secretary, has enhanced the Board's access to wider employee views;
- setting the requirement for an annual Board event outside of the standard three-hour Department based meeting, enabling members to engage with local representatives and gain first-hand knowledge of key regional industry issues;
- challenging internal recruitment strategies to ensure that we encourage inward movement of individuals with relevant industry experience;


During the year the Board held wide ranging discussions on subjects of key importance to business, such as labour markets and skills; audit and regulation; and actions to secure our energy markets, including new technologies, innovation and reducing carbon emissions. We held a successful interactive session on the Industrial Strategy's Grand Challenges attended by the BEIS Board, Whitehall officials and business




	<p>representatives.</p> <p>The positive input of our new non-executive Board members, Nigel Boardman and Leena Nair, with their considerable sector experience, has been felt in Board discussions and at their respective committees.</p> <p>Throughout the last year, the commitment, diligence and fortitude of Ministers and officials in managing the challenges and uncertainty as we prioritised EU exit work, alongside other key priorities, has demonstrated that we continue to be one of the most effective departments in government.</p> <p><b>Looking ahead:</b> While the 2018 People Survey results for BEIS showed encouraging progress in staff engagement the BEIS Board are not complacent. We will continue to challenge BEIS to keep improving by implementing the “Shaping Our Future” programme to ensure a more inclusive, highly professional and high-performing Department, modelling the progressive practices we want to see across the whole economy.</p> <p>BEIS Board Members and I will use our position to encourage Ministers and officials to use the Industrial Strategy to create an environment in the UK where business, consumers and workers continue to develop, innovate and lead.</p>
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 <p><b>Charles Alexander</b> Lead Non-Executive</p> <p>Department for Digital, Culture, Media and Sport</p>	<p><b>Single Departmental Plan Approach</b></p> <p>Throughout 2018-19, the DCMS Non-Executive Team have been involved with the development of the department's Single Departmental Plan for 2019-20, as well as providing support and assurance of the 2018-19 plan.</p> <p>To provide ongoing direction for the reporting period, the Non-Executive team worked mainly through the Departmental Board and Audit and Risk Committee (ARC) to review performance and risk on a quarterly basis. They provided valuable challenge to the department on some of the key projects and programmes it is dealing with.</p> <p>For example the ARC held deep dives on a number of topics, including the preparations for the Commonwealth Games 2022, which led to Non-Executive representation on the internal programme board to provide ongoing support.</p> <p>This approach allowed Non-Executives to regularly review and input into department's EU Exit work. In regards to the development of the 2019-20 plan, each Non-Executive met the planning team to consider the content, structure and design of the plan.</p> <p>This helped to ensure that expert views were taken into consideration at an early stage and these views fed back to the Departmental Board.</p> <p>Non-Executives provided detailed input to the plan to ensure the</p>
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	<p>intricacies of the department could be easily understood by external readers. This was aligned with input into departmental preparations for the Spending Review.</p> <p>This approach has helped to reshape the agendas of Departmental Board meetings around the key strategic objectives for the department helping DCMS project a holistic approach to the wellbeing of society.</p>
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 <p><b>Richard Pennycook</b> Lead Non-Executive</p> <p>Department for Education</p>	<p><b>Tailored Review of the Student Loans Company (SLC)</b></p> <p>The review, launched in October 2018, was established to assess the form, function, governance, effectiveness and efficiency of the SLC. The review was conducted in three 'phases' covering:</p> <ul style="list-style-type: none"> <li>• SLC's current performance;</li> <li>• future factors likely to impact its operations;</li> <li>• recommendations for improvement.</li> </ul> <p>Given the size and scale of the Company, it was categorised as a Tier 1 Review and, therefore, required an independent Challenge Panel to offer oversight, guidance and scrutiny on the emerging analysis and recommendations.</p> <p>I accepted the request to act as Chair of the Challenge Panel. I met with the Review team to discuss and offer advice on how the meetings should be structured and key insights that needed to be gained from members. I offered feedback on the presentation packs before each of the meetings, to ensure that we were making the best use of our time as a panel.</p> <p>The feedback from officials was that having a non-executive act as the Independent Chair worked well, with my experience of the Department facilitating high quality conversations at the Challenge Panels and positioning me to offer useful, relevant advice and scrutiny based on my own experience outside of Government.</p> <p>Importantly, I was able to broker an introduction to the Prudential Regulation Authority to help with research and cross sector benchmarking for the Review to add further credibility to this important piece of work.</p>
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 <p><b>Henry Dimbleby</b> Lead Non-Executive</p> <p>Department for Environment, Food</p>	<p><b>Review of Waste Crime</b></p> <p>As a contribution to the department's wider resources and waste strategy, the Secretary of State asked Lizzie Noel, one of Defra's Non-Executive Directors, to conduct a specific review into the growing problem of industrial scale organised waste crime.</p> <p>The introduction of the landfill tax in 1996 has been transformational in commoditising waste as a resource - reducing landfill by nearly 75 per cent - but a consequence of its introduction has been to increase the attractiveness of the market to organised criminals. The review set out to understand the impact of this activity and what needed to be changed. It</p>
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<p>and Rural Affairs</p>	<p>talked to people close to the problem - waste producers, carriers, regulators and of course the enforcement agencies. The review panel also undertook a number of field visits in England to hear first-hand experiences.</p> <p>The review found that the waste industry would welcome improved regulation and enforcement, as well as a more robust permit and registration regime, and much stronger duty of care responsibilities for both waste producers and carriers. The review also concluded that an intelligence-driven approach would only be effective if the correct agencies worked together in a formal structure.</p> <p>The ten recommendations of the review have been accepted by ministers and six months on from the publication of the report in November 2018, work to introduce these changes is underway though some will require legislative backing in the forthcoming Environment Bill to take effect.</p>
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<div data-bbox="172 752 461 1039" data-label="Image"> </div> <div data-bbox="159 1046 362 1081" data-label="Caption"> <p>Susan Hooper</p> </div> <div data-bbox="172 1124 461 1326" data-label="Image"> </div> <div data-bbox="159 1332 427 1368" data-label="Caption"> <p>Margaret Stephens</p> </div> <div data-bbox="159 1404 362 1473" data-label="Text"> <p>Non-executive directors</p> </div> <div data-bbox="159 1512 442 1617" data-label="Text"> <p>Department for Exiting the European Union</p> </div>	<div data-bbox="478 741 1184 781" data-label="Section-Header"> <h3>Operating Model and Department Engagement</h3> </div> <div data-bbox="478 815 1458 1104" data-label="Text"> <p>Building on our introduction to DExEU last year, we have now firmly established our roles and formed strong, trusting relationships with senior members of staff across the Department. Our task has always been to use our business and operating experience and expertise to offer constructive challenge to strategic decision making, and we have worked directly with the Permanent Secretary and senior leadership team to ensure that the right issues are being closely examined and that the fora for discussion of the corporate agenda are being utilised to their maximum efficacy.</p> </div> <div data-bbox="478 1140 1469 1317" data-label="Text"> <p>The principal challenge this year has been to help the Department maintain an operating model that is fit for purpose in a highly dynamic environment of constantly changing priorities. We have been able to use our expertise to advise and challenge DExEU's leaders during the decision making process.</p> </div> <div data-bbox="478 1352 1479 1606" data-label="Text"> <p>This has covered a wide range of issues, including the attraction and retention of the best talent across and outside of Whitehall, the management and reporting of strategic risks, and the continued evolution of a department that is still relatively young. The arrival of a new Permanent Secretary with a fresh perspective encourages us to ensure that now, as much as ever, we are engaged with the running of the Department.</p> </div> <div data-bbox="478 1639 1469 1892" data-label="Text"> <p>We continue to leverage our role by being a bridge between other departments, seeking interaction with our counterparts across Whitehall to raise and deal with issues arising. As the Department has developed it has become a strong coordinator of policy and communication across Whitehall. It is critical that good relationships are maintained throughout the process to ensure that we continue to deliver the Government's objectives as effectively as possible.</p> </div>
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**Marc Bolland**  
Lead Non-Executive

Department for  
International  
Development

## Department for International Development's Supplier Review: 'One Year On'

Tim Robinson led a working group to review implementation of DFID's 2017 Supplier Review one year after its outcomes were announced.

The aim was to assess benefits realised to date, identify any unintended consequences or perverse incentives created and make recommendations to improve delivery going forward.

Tim and the working group provided valuable independent challenge and scrutiny of progress to date, drawing on a range of data and their experience of the private sector. Their report to Ministers and DFID's Management Board found that the commercial reforms had been implemented at pace, made good progress and were on the right lines.

The introduction of a comprehensive strategic relationship management programme for DFID's key supply partners was a particularly important step forward. The working group recommended further reforms to apply good commercial practice to the department's non-contractual funding arrangements, continued monitoring of the impacts of the reforms and stepping up ongoing efforts to build commercial capability within the department.

DFID's Non-Executive Directors continue to provide challenge and scrutiny to the commercial reforms and will undertake a further light touch independent review, in another year, to ensure learning is captured and provide assurance that the reforms remain proportionate to their benefits.



**Simon Walker**  
Lead Non-Executive

Department for  
International Trade

## EU Exit Preparedness

The third year of the Department's operations have been marked by extensive preparations for European Union exit and, in particular, for the possibility of a "no deal" departure.

While an exit without agreement did not materialise on 31 March 2019, the activities undertaken in the year were a vital part of preparation for this country's trade future and have been critical in shaping the Department to deliver global trade and investment. Naturally, EU Exit preparedness has been a priority for the Board and the non-executive team. This has been reflected in monthly update Board discussions, including the addition of an extra Board meeting in December to ensure readiness.

This frequency of meetings has allowed the Board to have regular discussions and support the Secretary of State and Permanent Secretary in their leadership of the department. The non-executives have continued to engage closely with the key officials leading on EU Exit preparations outside of Board meetings.

My monthly bilateral meetings with the Permanent Secretary and regular meetings with the entire non-executive team remains a useful vehicle to

	<p>provide support and challenge on many issues, including EU Exit.</p> <p>Similarly, the Audit and Risk Assurance Committee, chaired by Non-Executive Board Member (Julie Currie) considered EU Exit preparedness as part of formal Committee meetings and in out of cycle meetings to provide additional support and challenge.</p> <p>Looking ahead, it will be important for the Board and Non-Executives to continue this close engagement to ensure the Department is best prepared to meet the opportunities and challenges of EU Exit.</p>
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 <p><b>Ian King</b> Lead Non-Executive</p> <p>Department for Transport</p>	<p><b>Providing expertise and challenge to enhance departmental governance</b></p> <p>DfT Non-Executive Board Members (NEBMs) continue to be engaged across the Department, providing support, challenge, valuable expertise and an independent voice across governance and assurance, business improvement, policy development and programme delivery. This includes continued preparations for EU Exit and work on contingency plans to manage potential disruption to our transport systems.</p> <p>The membership of the NEBMs has not changed since last year, providing continuity and support to the Department. In addition to providing independent advice through the Departmental Board and the Executive Non-Executive Meetings, we continue to chair and attend various Board Sub-Committees, including the Investment Committee (Ian King and Tony Poulter), the Audit, Risk and Assurance Committee (Richard Keys and Richard Aitken-Davies), and the Nominations Committee (Ian King and Tracy Westall).</p> <p>This year, the NEBMs have continued to support various areas of work across the Department. I have led on the review of HS2 procurement and chair the HS2 Phase One Review panel on behalf of the Secretary of State. I am also overseeing the Department's Tailored Review programme of its Arms Length Bodies.</p> <p>Tony Poulter has continued to work extensively with officials on work regarding rail franchising, in its aim to improve and refine our approach to franchising.</p> <p>Richard Keys and Richard Aitken-Davies have both continued to drive work on the Department's risk management processes, group assurance activities, and work closely with Internal Audit and the National Audit Office.</p> <p>Tracy Westall has provided invaluable support to officials on the Department's programme of digital activity.</p> <p>There is currently a strong cross-organisational focus on governance structures. Workstreams underway include a review of lessons from recent transport project issues for the effective governance, control and reporting of major government projects, and the NEBMs led Governance Review to enhance departmental governance.</p>
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I am grateful to the NEBMs for driving forward this important programme of work and for their continued support.



**Kate Lampard**  
Lead Non-Executive

Department of Health  
& Social Care

### Providing expertise and challenge

The Non-Executive Director team has been working together since November 2017. We bring a wide range of expertise to the Department including clinical, financial, and legal experience.

In addition to providing independent challenge and advice through the Departmental Board, we have been engaged in a range of activities across the Department. This year we have established a mentoring programme for Directors; we have strengthened ties with the Department's ALBs; we have attended deep-dive sessions with senior officials on the Long-Term Plan; and we have been involved in various recruitment exercises.

We have also provided a critical level of assurance throughout the Department's EU Exit preparations, with two of the non-executives sitting on the weekly EU Exit Assurance Board.

Our team has also led on key reviews commissioned by the Secretary of State. In 2018, Sir Ron Kerr was commissioned by Rt Hon Jeremy Hunt MP to lead a review of leadership in the NHS. Ron worked closely with the Department's Strategy and Implementation Units to produce a report published last November: **Empowering NHS leaders to lead**.

The report highlighted the value of having leaders at all levels who can change the culture and set the tone of an organisation. Since the report was published, NHSE and NHSI have appointed a new Chief People Officer within the senior leadership team.

Sir Mike Richards is currently leading a review of the national cancer screening programmes, which was commissioned as part of the NHS Long Term Plan and links into the Department's work on prevention.



**Sara Weller**  
Lead Non-Executive

Department for Work  
and Pensions

### Working across Boundaries to Promote Positive Mental Health

DWP has a committed goal to bring 1 million more people with disabilities back into the workforce by 2027. This will require concerted work both inside government and with employers.

As DWP's Lead Non-Executive, I have worked with the Minister for Disabled People, Health and Work and the department's Disability Employment and Support Directorate to create links between DWP's policy work and business engagement on Disability Confident, the Health and Safety Executive's developing framework for regulating positive workplace mental health practices (HSE is a DWP Arm's Length Body) and private sector groups such as the Business in the Community's Wellbeing Committee and the Thriving at Work Leadership Group, chaired by Sir Ian Cheshire.

This culminated in working sessions with the department's Executive Team and work and health policy and service delivery experts to develop the 2019/20 plans to further extend employer commitment to the Disability Confident scheme and for employer engagement towards the 1 million goal of getting disabled people into work, and keeping them there, the ambition for which the Secretary of State has announced will be further extended in the year ahead.



**Miranda Curtis**  
Lead Non-Executive

Foreign and  
Commonwealth  
Office

### EU Exit and Global Britain

Members of the FCO Non-Executive team have worked in close partnership with the FCO leadership team throughout the year, with a particular focus on the EU Exit and Global Britain uplifts. This has included supporting key organisational development projects such as:

- the concluding phase of the Tech Overhaul programme, which was designed to improve communications, security, and the development of a unified technology platform (in particular supporting project management, expenditure, behavioural change, and benefits monitoring)
- the FCO Corporate Capability Programme: advising specifically on the role of outsourcing and how the FCO might most judiciously deploy outsourced capabilities
- early stage scoping for the new Enterprise Resource Planning system Atlas
- design and approval of the Commercial Blueprint, which is the upgrade and integration with the centre of the FCOs commercial function.


Human resource management has also been a key priority for NEDs, with Gaenor Bagley serving on the Senior Appointments Board and helping the FCO further its focus on areas such as talent management, recruitment to support the new Global Britain Uplift programme, diversity and succession planning.

The review of our Global Estate continued through the year, with projects such as preparation and securing approval of the business case for rebuilding our embassy in Beijing and refurbishing that in Washington, both of which will be paid for by the sale of Bangkok in which Sir Edward Lister played an instrumental role last year. New projects include supporting the planning for 12 new Embassies and Consulates as part of the Global Britain uplift programme.

Two of the NED team chaired reviews of FCO Arms-Length Bodies: Gaenor Bagley led the review of the Marshall Scholarship programme, and I chaired the Tailored Review of The British Council, which analysed the Council's complex governance and organisational structure, and made a series of recommendations to ensure that the FCO maintains appropriately streamlined oversight of the Council whilst driving further efficiencies and value for money for the taxpayer.

In addition, the FCO NED team have all been closely involved in the broader strategic aspects of planning the most effective deployment of the funds and resources that the FCO was able to secure to support both EU Exit in

	<p>the short term, and the longer-term requirements of the Global Britain uplift programme.</p> <p>As we move towards the next Spending Review cycle, the work streams described above will in combination help to reinforce the FCO to be in the best possible shape to capitalise on the opportunities and challenges that will arise in a world of constrained financial capability and new geopolitical developments.</p> <p>In addition to our intradepartmental responsibilities, the FCO NEDs are actively involved in discussing some of the opportunities arising under the new Fusion programme to ensure better cross-departmental collaboration and sharing of budget and resources, with a view to securing the best possible organisational structure and platform to underpin Britain's future position and presence overseas.</p>
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 <p><b>Mervyn Walker</b> Lead Non-Executive</p> <p>HM Revenue and Customs</p>	<p><b>Understanding and improving how customers experience HMRC services</b></p> <p>This is a strategic priority for the Department and an area in which the non-executives have been very active, contributing their external knowledge and experience on customer service, data, technology and stakeholder engagement.</p> <p>A key focus during the year has been establishing a Board Customer Experience Committee. This replaces the previous Charter Committee, with a broader remit to explore every aspect of customer experience. It is a key forum, providing support and challenge to HMRC and bringing together executives, Board non-executives and additional independent advisers from a wide range of sectors.</p> <p>A further element of HMRC's work has been the use of customer journeys to map out at a detailed level how customers experience HMRC processes and to identify opportunities for improvement that will both benefit the customer and increase the Department's efficiency.</p> <p>Non-executives have been heavily involved in supporting the work and championing the use of the customer journey methodology within the Department, bringing both customer insight and process design experience.</p> <p>HMRC works extensively to gather customer insight and to understand stakeholder views. The unique role the non-executives play is to be integrally involved in the Department's work while at the same time bringing external expertise and experience to bear, combined with independence of perspective.</p>
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**Lord (Jonathan) Hill**  
Lead Non-Executive

HM Treasury

### Providing expertise and challenge

Having recently joined the department as Lead Non-Executive Director in March 2019, these are inevitably initial observations of the role that the Non-Executive Directors of the department played this year.

During the last year, the department has seen a change in the non-executives with the recent recruitment of Gay Huey Evans OBE and myself.

Dame Amelia Fawcett stepped down from the Board, when her term came to an end on 1 September 2018 having served for 6 years. I know how grateful my colleagues on the Treasury Board Sub-Committee are for the significant contribution she made during that time.

On 4 September 2018, Richard Meddings was appointed as Executive Chairman of TSB pending the appointment of a new Chief Executive Officer of TSB. Given the significant commitment to that appointment and to avoid any possible perception of a conflict of interest he requested a suspension to his non-executive Treasury role, which was agreed for the duration of his appointment as Executive Chairman of TSB. During his period of suspension, Tim Score was appointed as interim chair of the Audit and Risk Committee.

In addition to providing external expertise, challenge and advice to the department within the usual governance structures, the non-executives have played key roles in specific programmes including Talent and Performance Management, preparing for exit from the EU (where the Treasury is responsible for, among other things, negotiating the UK's financial settlement with the EU, customs and no-deal tariff policy and for managing the financial services and stability consequences of our leaving the EU), reviewing the department's Single Departmental Plan and in overseeing the department's Performance and Risk management against its objectives.



**Sue Langley OBE**  
Lead Non-Executive

Home Office

### EU Exit and Modern Slavery

The Home Office (HO) Non-Executive board members (NEBMs) continue to contribute to the running of the Department by chairing or sitting on one of the Department's governing boards including the Audit and Risk Assurance Committee (ARAC), the Data Board, the People Committee and the Nominations and Governance Board.

The six NEBMs attend quarterly Departmental boards and are also invited to monthly ExCo committee meetings. The Boards offer a platform for the NEBMs to provide support, add valuable insight, challenge and be an independent voice across governance and assurance, whilst championing Departmental priorities as outlined in the HO Single Departmental Plan (SDP).

This year the NEBMs work has increasingly focused on preparations for the

UK's exit from the European Union. Through discussions at Departmental Boards and the Audit and Risk Assurance Committees (ARAC), the NEBMs had valued input into early discussions on the department's overall exit plan, specifically on no-deal exit plans, border planning and challenging the department's readiness post EU Exit.

The EU Settlement Scheme was a frequent agenda item at the Departmental Board, with Sue Langley, Suzy Levy and Adrian Joseph supporting the 3 million citizens review whilst their external expertise and insight provided further scrutiny, leading to plans for the scheme being further strengthened.

Away from EU Exit work, John Studzinski has used his experience, influence and personal commitment to drive progress against modern slavery which is a priority for the Government and the Prime Minister. John has been instrumental in establishing the Home Secretary's Business Against Slavery Forum and leveraged his extensive business network to secure the commitment of 13 CEOs of some of the world's biggest multinational businesses to create a unique partnership with Government to prevent modern slavery.

In addition to securing the commitment of CEOs and facilitating discussions at the CEO-level Forum, John has generously supported the Home Office policy team and attended working-level meetings with companies. John used his background in business and expertise from his philanthropic work to support the Government-commissioned Independent Review of the Modern Slavery Act. He was an expert adviser to the Review, co-authoring a report with Baroness Young on behalf of the business community which made recommendations to improve the Transparency in Supply Chains provisions in the Act.



**Michael Jary**  
Lead Non-Executive

Ministry of Housing,  
Communities and  
Local Government

### **Providing expertise and challenge**

I was delighted to join HMCLG's Non-Executive team on the 1st February 2019 and pleased to find a diverse and talented set of colleagues.

My fellow non-executives (Pamela Chesters, Daniel Morley and Mary Ney) bring their commercial, financial, private and public sector expertise to the Board, supporting Ministers and the department's senior leadership to develop strategic clarity, deliver results and make appropriate assessments of risks.

The department set out its strategy for increasing housing supply in the Housing White Paper 2017, by planning for the right homes in the right places and diversifying the market. Further funding at Budget that year enabled the department and Homes England, the department's arms-length delivery body (ALB), to go further and faster towards raising housing supply to its highest levels since 1970.

The Non-Executive team already reviews board level information on Homes England's contribution to the department's housing objectives. However, it sought a more practical opportunity to see the difference

which is being made on the ground within communities.

In October 2018, the non-executive team made site visits to Cambridgeshire and saw at first-hand the progress being made in this part of the Oxford-Cambridge corridor. Alconbury Weald, a former airfield and brownfield site supporting delivery of about 5,000 homes and Northstowe, a new town envisaged with 10,000 new homes, offered tangible examples of the department's policies.

Works, infrastructure and planning requirements have been supported by lending through the Home Building Fund. Master planning has ensured links to transport infrastructure, the development of education and community facilities and support for an Enterprise Zone. The day closed with a roundtable discussion of issues relating to economic development and growth in the region, as well as technology and housing development, at the Cambridge University Judge Business School.



**Sir Gerry Grimstone**  
Lead Non-Executive

Ministry of Defence

### **Defence and the support of our non-executive directors**

Defence plays a vital role to protect the people of the UK at home and abroad to prevent conflict, and to be ready to fight Britain's enemies.

As the lead Non-Executive Director I feel privileged to contribute to the work of the Defence Board, providing an independent and objective perspective on all Defence Board business.

This year my fellow non-executives (NEDs) and I have been working closely with the Defence Secretary, the Permanent Secretary and Chief of Defence Staff on some of the most significant challenges facing the MOD. We have focused on EU Exit, reflecting the increased tempo of planning and preparation that the Department was engaged in during the period to 29 March 2019.

We conducted deep dives into areas of special interest, for example the Army's recruitment contract with Capita and continued to routinely and regularly consider and monitor the top-level Departmental risks.

Simon Henry is the Non-Executive Director and Chair of the Defence Audit and Risk Assurance Committee (DARAC), to which he brings extensive audit expertise, rigour and impartiality. Simon is responsible for providing direction while collaborating effectively with committee members to raise the level of assurance and lower associated risks across deliverables in the Army, Navy and Royal Air Force as well as in the Joint Forces Command. He is also one of our many NEDs who make a significant contribution outside of their formal Board and Committee responsibilities, for example through his recent support to a complex programme review whistleblowing case.

In support of building better connections between the Defence Board and the delivery organisations of Defence, the NEDs plan to join Board visits to several locations outside of London over the coming year.

I am grateful to the NEDs for driving forward the important work programmes in which they are involved. We will continue to utilise the skills of the wide cadre of NEDs throughout Defence who give their time and energies in the national interest.

I feel fortunate to have served another year as the Lead Non-Executive Director and look forward to continuing to evolve and improve the Defence Board in the year ahead, particularly where further EU Exit preparations are needed.



**Mark Rawlinson**  
Lead Non-Executive  
Ministry of Justice

### **Community Rehabilitation Centres and IT Infrastructure**

During early 2019, our non-executive director Nick Campsie was requested by Minister Stewart and Permanent Secretary Richard Heaton to provide an independent opinion regarding the issues faced by the Community Rehabilitation Companies (CRCs) and the Department's options to succeed the incumbent probation contracts upon their expiry in late 2020.

These were issues which Ministers and officials had been considering in detail for several years. Given the complexity of the issues at play the Minister and Permanent Secretary determined that a fresh perspective could be valuable in assisting the department to learn from recent experience as an additional input to the complicated decision the Department was required to make.

Nick worked closely with the departmental team over a two month period, to understand the history and performance of the CRC contracts and the advantages and disadvantages of the Department's various options going forward. Nick met with a wide range of stakeholders in the broader probation ecosystem including third sector and trade union representatives, other government departments and probation professionals from both the CRCs and the National Probation Service.

Nick participated in senior level Departmental meetings regarding the pending decisions regarding probation services, inputting the independent views he formed during the two-month project. Nick has subsequently been asked to chair a Challenge Panel which will provide additional oversight of the Department's execution of its strategic plan. The Panel's principal objective will be to identify and interrogate risks, and verify that those are being adequately managed and disclosed both within the Department and government more broadly.

Also during January 2019, the department experienced major IT outages. The Permanent Secretary asked non-executive Shirley Cooper to conduct a review of these looking at what happened and why, responses by suppliers and the department to the IT failures, the impact on users and the procurement and management of the IT contracts.

Shirley worked with Internal Audit and others over eight weeks to

investigate events culminating in a report summarising findings and recommending actions for the department to implement.



**Dawn Johnson**  
Lead Non-Executive

Northern Ireland  
Office

### **Supporting the Department in the Introduction of new governance structures**

Over the last twelve months there has been little change in the political uncertainty around the restoration of the Northern Ireland Executive and the Northern Ireland Office has faced significant challenges dealing with emerging issues relating to the decision to exit the EU.

Despite the difficult operating environment the non-executive board members (David Brooker and I) have been able to use our skills and experience to contribute to discussions on the adequacy and use of resources. We also played a key role in reviewing and scrutinising plans for the future shape and needs of the Department.

We challenged the Department to introduce a more robust and structured framework that provided a strategic view of operations, built senior leadership talent, ensured full engagement across business areas and created better collaborative working and inclusivity to meet future demands.

In reaching decisions the Department considered the advice provided by us and agreed to restructure its governance arrangements and create a new committee structure to support the work of the Board with a focus on: People & Resources; Culture & Engagement and Policy & Strategy. Each of these new committees will have delegated responsibilities that will allow Deputy Directors and other staff to be fully involved in operational decision making and enable them to develop their leadership capabilities. I will continue to chair the independent Audit & Risk Committee.

These new arrangements will improve the lines of governance and ensure that the right processes and culture are in place to meet future challenges.



**Shonaig Macpherson**  
CBE  
Lead Non-Executive

Scotland Office

### **UK Government Hub, Edinburgh**

The Office of the Secretary of State for Scotland and Office of the Advocate General Non-Executive Directors have played a critical role in the realisation of the departments' plans to relocate to the flagship UK Government Hub in Edinburgh.

The Non-Executive Directors used the Joint Management Board to apply their expertise as 'critical friends' ensuring programme governance and project delivery plans are robust.

By providing challenge and support their experience, particularly in change management and smarter working implementation, is essential in producing disciplined, realistic and achievable plans that deliver our priorities while fully engaging our people.

Of particular benefit was their support in placing a member of the Audit and Risk Assurance Committee on the Hub Project Board - to provide independent expertise and external contacts. This addition added professional oversight and guidance as well as practical support.

The Non-Executive Directors have also provided valuable advice on how the UK Government Hub in Edinburgh will support the delivery of our key Strategic Objectives, particularly strengthening the Union and championing the UK Government in Scotland.



**Alison White**  
Lead Non-Executive

Wales Office

### **EU Exit and effectiveness of the Departmental Board**

The Office has been under particular pressure during the past year as it seeks to influence to ensure that the interests of Wales are being properly taken into account in policy and legislation work across Government, especially in respect of EU Exit.

Ensuring that non-executives are in a position to advise and be influential in a fast-moving situation has been a challenge, especially in the context of high turnover of members of the Departmental Board.

Building relationships with the Directorate team, being available to provide input and advice informally outside meetings and refreshing the governance arrangements have all played a part in improving the effectiveness of the Departmental Board, though more is planned in the year ahead. Self-effectiveness reviews of the Departmental Board and Committees formed a part of this work and have been well received.

The Departmental Board is now working on an improvement plan arising from these reviews. Key components of this plan will include deep dives into critical aspects of the Departmental plan such as city growth deals and a refresh of governance related communications.



**Annex 2: List of Central Government non-executive board members  
(as at 31 March 2019)**

Department	Lead non-executive						
BEIS	Archie Norman	Leena Nair	Nigel Boardman	Kathryn Parsons	Dame Carolyn McCall	Lord (Stephen) Carter	Stuart Quickenden
CO	Sir Ian Cheshire	Catherine Brown	Michael Ashley	Karen Blackett	Paula Vennells	Anand Aithal	
DCMS	Charles Alexander	Matthew Campbell-Hill	Fields Wicker-Miurin	Neil Mendoza	Sherry Coutu		
DfE	Richard Pennycook	Ian Ferguson	Baroness Ruby McGregor-Smith	Irene Lucas	Toby Peyton-Jones		
Defra	Henry Dimbleby	Elizabeth Buchanan	Lizzie Noel	Colin Day	Ben Goldsmith		
DEXEU		Margaret Stephens	Susan Hooper				
DfID	Marc Bolland	Sally Jones-Evans	Tim Robinson	Alan Johnson			
DIT	Simon Walker	Dr. Phillipa Malmgren	Julie Currie				
DfT	Ian King	Tracey Westall	Richard Aitken-Davies	Tony Poulter	Richard Keys		
DWP	Sara Weller	Andrew Graham	Hayley Tatum	Ashley Machin			
DHSC	Kate Lampard	Gerry Murphy	Michael Mire	Sir Ron Kerr	Sir Mike Richards	Sue Bailey	
FCO	Miranda Curtis	Warren Tucker	Sir Edward Lister	Gaenor Bagley			
HMRC	Mervyn Walker	John Whiting	Joanna Baldwin	Simon Ricketts	Dr. Alice Maynard	Juliette Scott	
HMT	Lord (Jonathan) Hill	Richard Meddings	Gay Huey-Evans	Tim Score			
HO	Sue Langley	Adrian Joseph	Suzy Levy	John Studzinski	Nicholas Shott	Mark Florman	
MHCLG	Michael Jary	Pamela Chesters	Daniel Morley	Mary Ney			
MoD	Sir Gerry Grimstone	Simon Henry	Paul Skinner	Danuta Gray			
MoJ	Mark Rawlinson	Liz Doherty	Shirley Cooper	Nick Campsie			
Northern Ireland Office	Dawn Johnson	David Brooker					
Scotland Office	Shonaig Macpherson	Graeme Bissett	Joyce Cullen				
Wales Office	Alison White	Tom Jones					