

**The Government
Lead Non-Executive**

Annual Report 2022-23

Contents

Introduction from Michael Jary	3
Key Facts	5
Civil Service Chief Operating Officer Foreword	5
Chapter 1: Review of the Board Programme in 2022-23	6
Board meetings	
Frequency	7
Attendance	8
Turnover	9
Non-Executive Board Members	
Skills	9
Diversity	10
Report of the Government Lead Non-Executive	12
Chapter 2: Cross-cutting Priorities for the Non-Executive Network	
Talent	12
Outcome Delivery Plans	13
Government Reform	13
Other Areas	13
Chapter 3: 2023-24: the Year Ahead	14
ANNEX 1: Department Lead Non-Executive Case Studies	15
ANNEX 2: List of Government Departmental Non-Executive Board Members (at 31 March 2023)	31

Introduction

It is with great pleasure that I present my second report as Government Lead Non-Executive, which reviews my first full year in the role.



It is a privilege to lead the talented and committed team of non-executive board members. During 2022-23 they have continued to provide independent challenge, scrutiny and advice within and across central government departments. They have contributed their experience and expertise to advance good governance and effective execution.

The year was of course eventful politically and saw several ministerial and leadership changes. Throughout, the non-executives were able to provide continuity and corporate knowledge at the board level to ensure that ministerial priorities continued to be delivered as effectively and efficiently as possible.

Inevitably perhaps, these changes disturbed the normal rhythm of departmental board meetings, and we saw this effect in falling meeting frequency and attendance in some departments. Although non-executives do much of their work in between the board meetings, for example in committees and topic-specific meetings with ministers and officials, the boards are an indispensable forum for governance, reporting and decision-making. I anticipate restored functioning of the boards in the current year.

During the year 12 new non-executives board members were appointed. All of these appointments were made through an open and transparent appointments process. Six of these roles were filled by women. The new joiners bring deep experience from corporate leadership and finance, from the public sector across the nations of the UK and at local government level, and from the third sector. We have not historically maintained data on other diversity characteristics but I intend to begin collecting and reporting this information over time.

Non-executives have continued their cross-department support by coming together to discuss topics such as Net Zero, the Union of the UK, Levelling Up and audit and risk. I have continued to meet frequently with the departmental lead non-executives, both individually and in group calls and meetings to cascade cross-cutting messages as well as to share experiences and good practice. The entire non-executive cadre were invited to attend a conference in October 2022, where speakers included ministers, permanent secretaries and senior officials. This was a fantastic opportunity to network, talk about shared priorities and how non-executives could maximise their contributions to the work of departments. The network has been engaged and enthusiastic about exchanging learning and sharing challenges across departments.

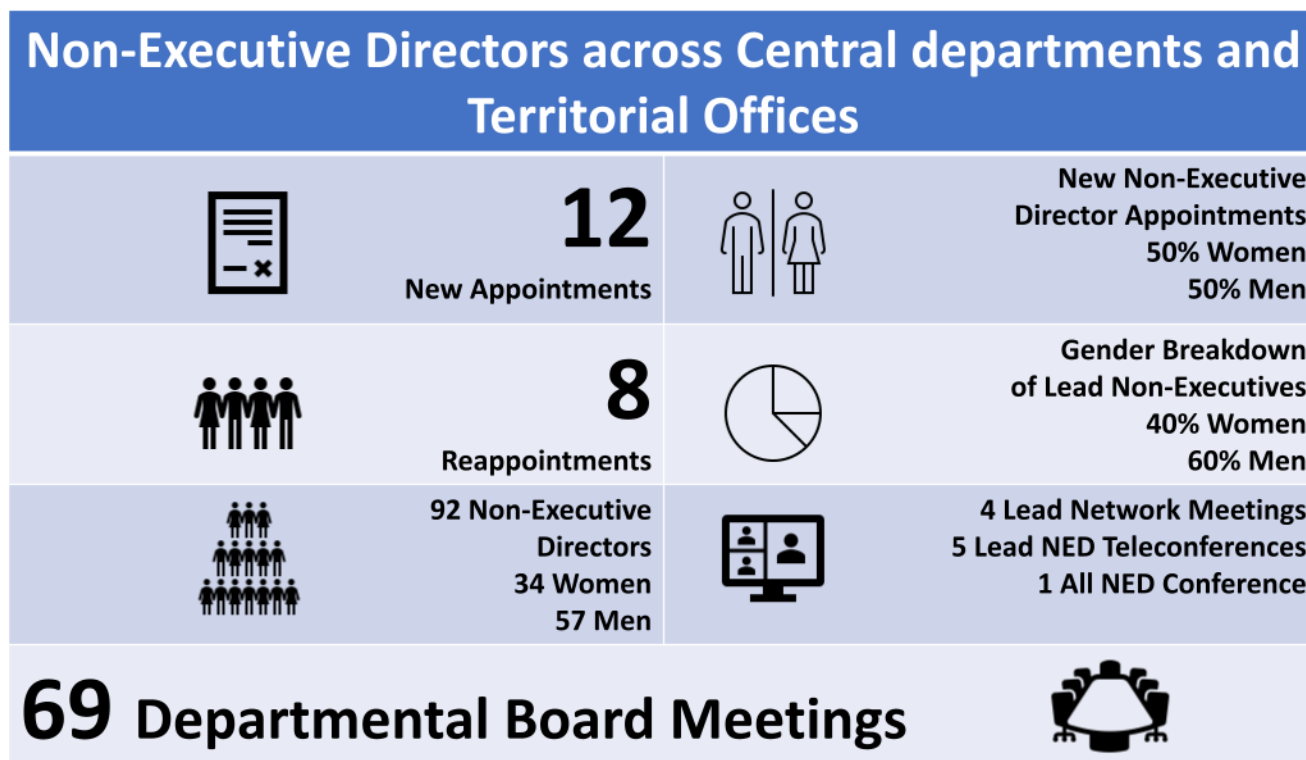
I welcome the new non-executives who have joined various boards this year and add my thanks to those who have retired from their roles as their appointments have come to an end. I would like to extend my sincere thanks to all the non-executives for their continued commitment and hard work.

A handwritten signature in black ink, appearing to read 'Michael Jary'.

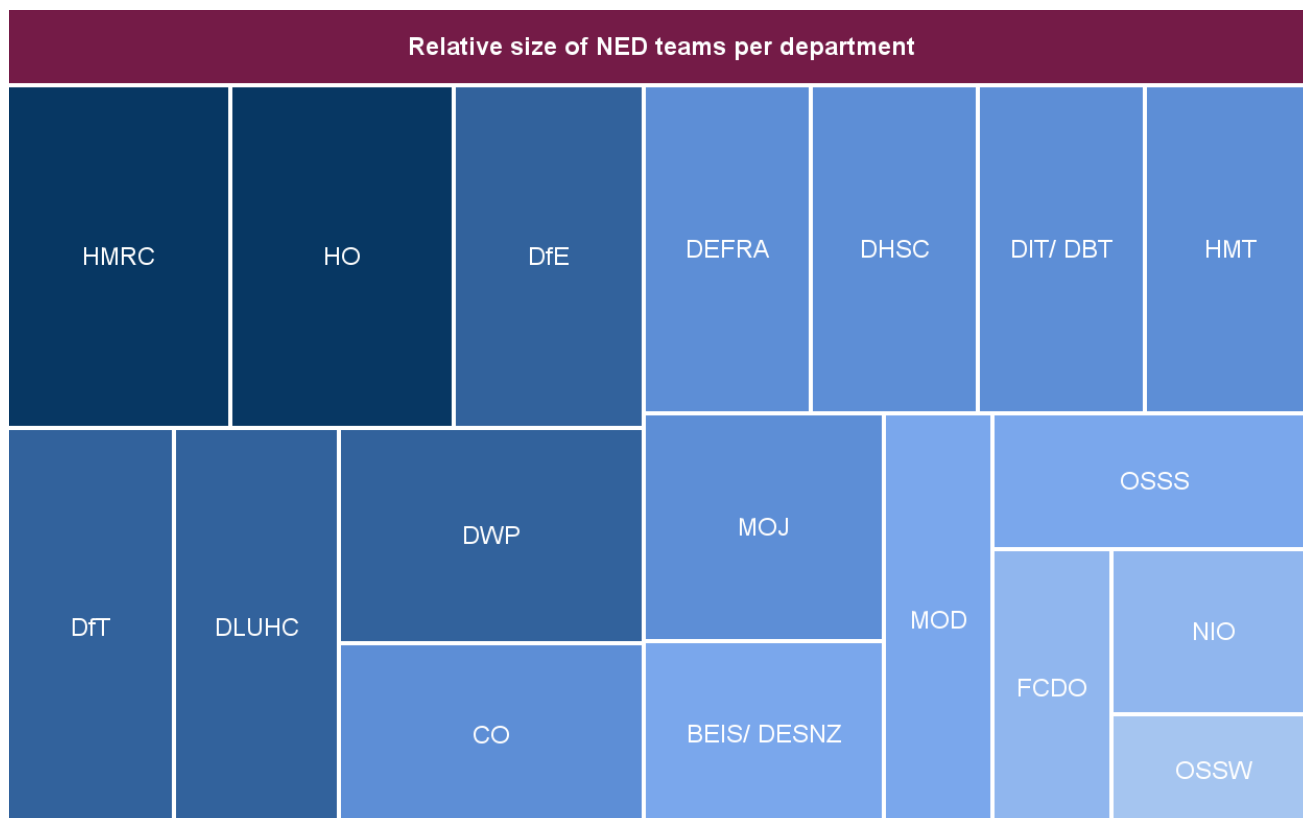
Michael Jary

Government Lead Non-Executive

Key Facts



Size of NED team per department - 2022-23



Foreword

The past year has been extraordinary for both the non-executive Network and the Civil Service. It has been a period during which we have seen numerous changes at all levels of government, and one where the institutional memory of the Network has been invaluable in maintaining stability and driving performance in departments.

The departmental non-executives Network has supported building leadership and management teams and helped the Government deliver on its ambitious goals for modernisation and reform.



Non-executives have continued to provide strategic clarity; commercial sense; scrutiny and experience to support positive departmental outcomes and to achieve the priorities of the Government. Any strategic decision needs to be supported by high-quality, objective analysis of the options available and effective governance of delivery. I share Michael Jary's view that having a combination of diverse people with different skills and backgrounds around the table, with an equal voice, really does help make this possible. Providing this challenge and support is a fundamental role for non-executives and they all continue to make a much valued contribution to the effectiveness of their departments.

I would like to thank Michael for his second report and look forward to working with him and his Network during 2023-24 to address the challenges ahead.

A handwritten signature in black ink, appearing to read 'Alex Chisholm', with a long, sweeping horizontal line extending to the right.

Alex Chisholm

Chief Operating Officer of the Civil Service and Permanent Secretary Cabinet Office

Chapter 1: Review of the Departmental Board Programme in 2022-23

Who we are

This year marks the twelfth year since the introduction of the departmental board model. The model brings together non-executive board members (NEBMs), ministers and civil servants at departmental boards, chaired by the Secretary of State. Non-executives also make a significant contribution outside of the boardroom.

NEBMs 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 and using their ability to be a 'critical friend'. 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 Outcome Delivery Plans, and in respect to recruiting, appraising and ensuring appropriate succession planning of senior officials.

Non-executives chair committees responsible for audit and risk assurance, and nominations, as part of departmental governance. Outside the boardroom they are taking on extra roles both within departments and across government. Examples include:

- Providing ministers and officials with informal support and advice;
- Supporting the annual appraisal process of Permanent Secretaries;
- Supporting the annual board effectiveness evaluations;
- Providing scrutiny, challenge, and advice to major projects and programmes;
- Participating in recruitment exercises within departments;
- Providing challenge, support and advice in respect of succession planning, talent management, recruitment and appraisal of senior executives;
- Undertaking independent reviews at the request of the Secretary of State or Permanent Secretary;
- Challenging the delivery of the declaration of government reform within departments;
- Participating in capability reviews (e.g. commercial capability);
- Supporting the implementation of the government's public bodies reform programme; and
- 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.

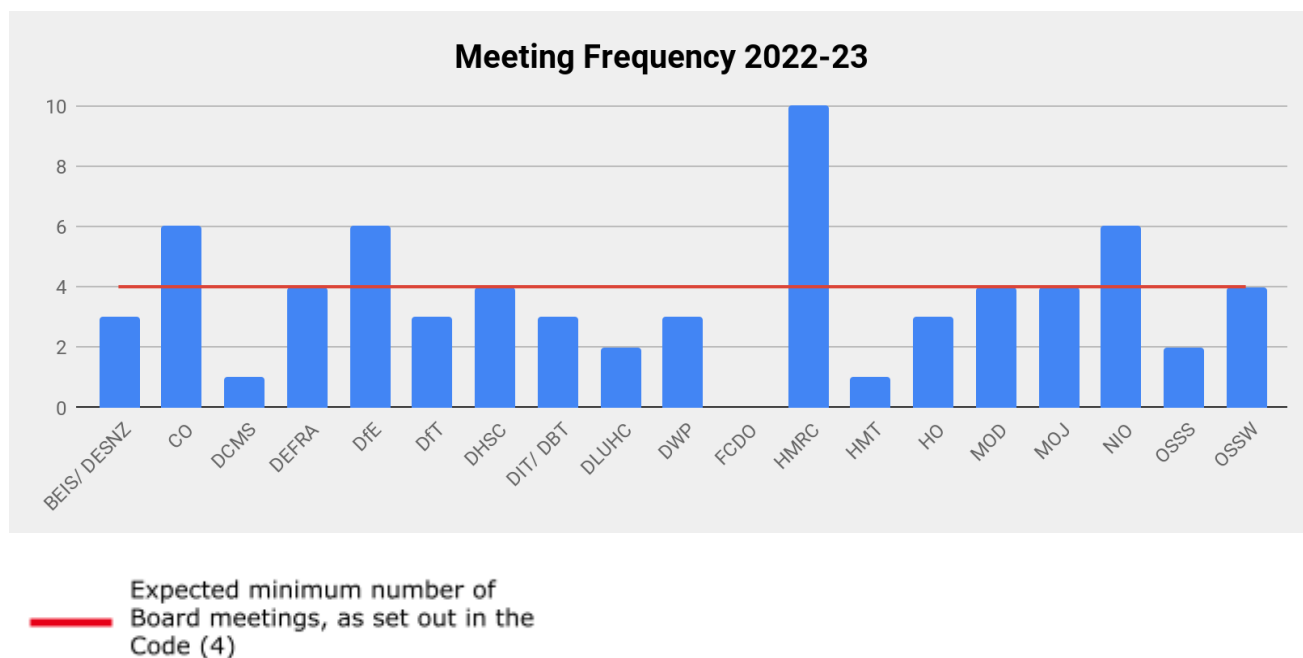
Board Meetings

Frequency

In 2022-23, 69 departmental board meetings were held across 15 central government ministerial departments, 1 non-ministerial department and 3 Territorial Offices¹. This represents an average of 3.64 meetings per department. Not all departments met the standard of 4 board meetings set out in the governance code².

Many of the meetings have been hybrid to reflect a preference for physical presence but the practicalities of members being located outside London.

Figure 1 : Number of Departmental board meetings held in 2022-23



All departments also operate a management or delivery board where non-executives meet with officials to review performance metrics and progress against departmental business plans, and an Audit and Risk Committee chaired by a non-executive board member. These forums generally meet at a higher frequency than the Departmental Board.

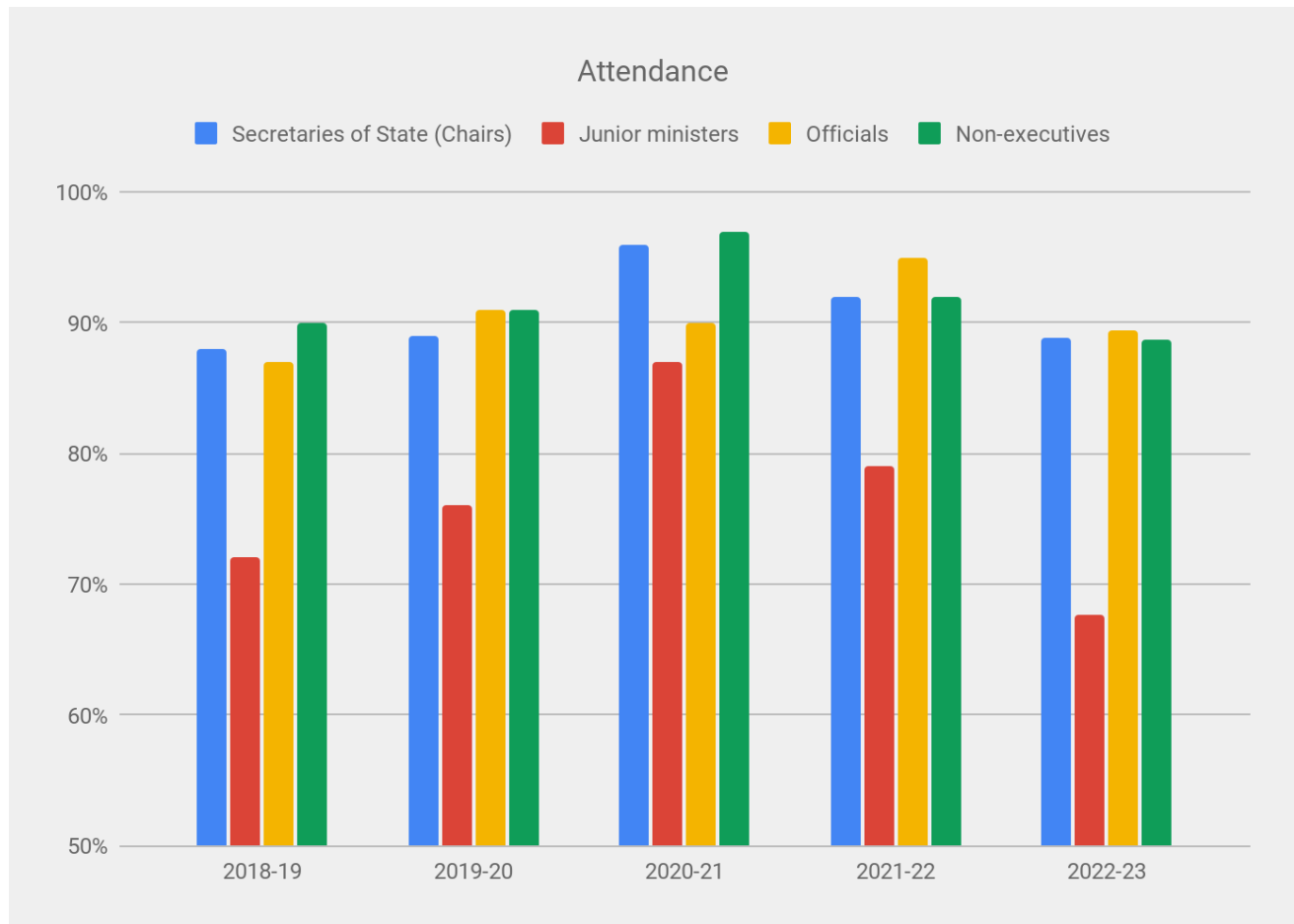
¹ The 15 Departments are: BEIS/DESNZ, CO, DCMS, DLUHC, Defra, DFE, DFT, DHSC, DIT/DBT, DWP, FCDO, HMT, HO, MOD, MOJ, one non-ministerial department (HMRC), and 3 Territorial offices (Scotland Office, Wales Office, Northern Ireland Office).

² The Treasury Board sub committee, which has delegated authority from the HMT Board met 5 times in the reporting year. The FCDO Management Board met 11 times in the reporting year.

Attendance

Overall attendance at board meetings, this year at 83%, remains high but shows a reduction of 6 percentage points compared to 2021-22. Figure 2 illustrates all of the constituent groups of board membership, and indicates that the reduction of attendance was apparent in each category. All levels of attendance were comparable to the 2018-19 baseline.

Figure 2 : Attendance at Departmental Board meetings

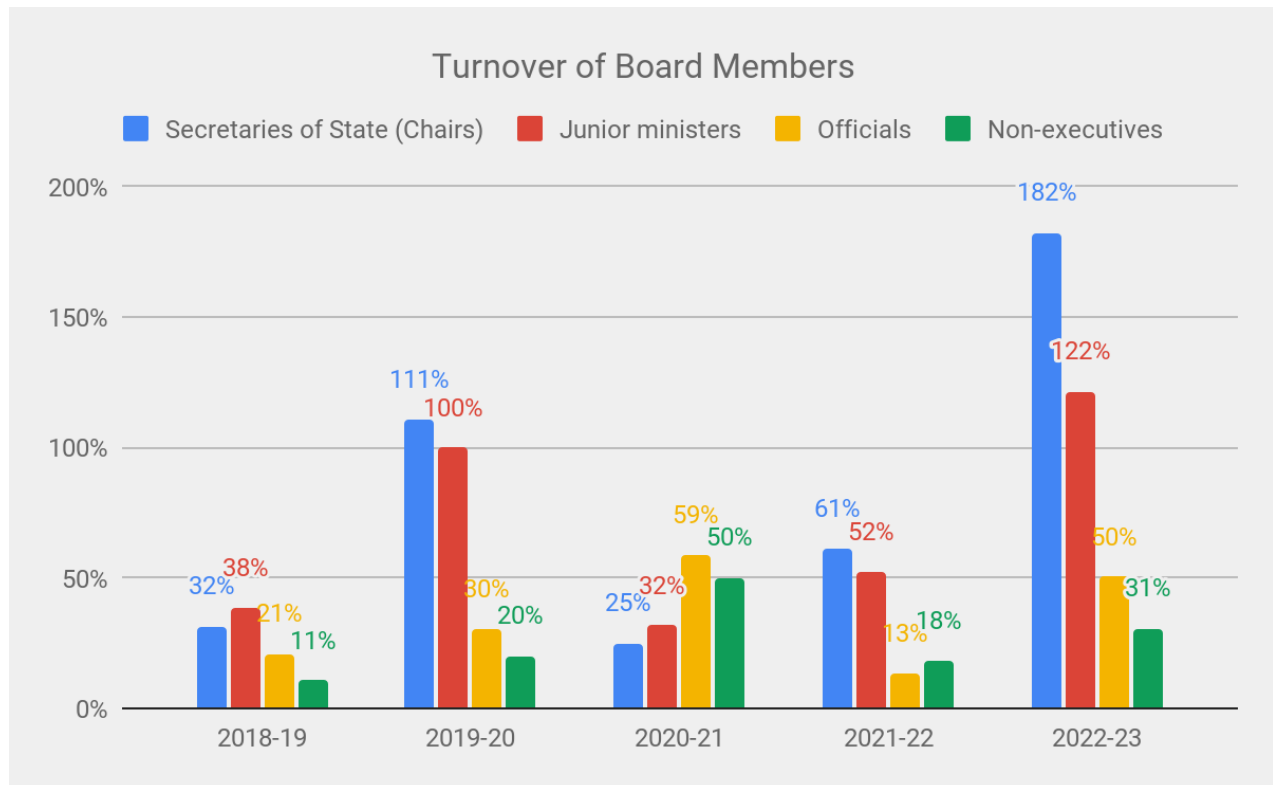


As intended, the large majority of departmental board meetings are chaired by the Secretary of State. In the case where the Secretary of State is absent, departmental board meetings are chaired by the Lead Non-executive Board Member.

Turnover

Looking at board composition, there was a higher turnover of both Secretaries of State and Junior Ministers compared to the prior year. Officials also saw an increased rate of turnover. The non-executive board members were however able to maintain continuity and preserve corporate knowledge at the boards as their turnover remained relatively low.

Figure 3 : Turnover of Departmental Board Members



Appointments of Non-executive board members

As at 31 March 2023, there were 75 Non-executive board members across 19 central departments (15 ministerial departments, HMRC and three Territorial Offices). A list of appointees is provided in [Annex 2](#) (up-to-date details are on departmental websites). At the beginning of the reporting period 91 Non-Executive Board Members were in post.

Non-executives are appointed on merit by the department's Secretary of State, with roles advertised on the [HM Government Public Appointments website](#). Non-executives on central government departmental boards are recruited primarily from the commercial sector but also with experience of the public and third sectors and generally have experience of managing large and complex organisations.

During the last year none of the non-executives appointed have been appointed directly by the relevant department Secretary of State.

Skills

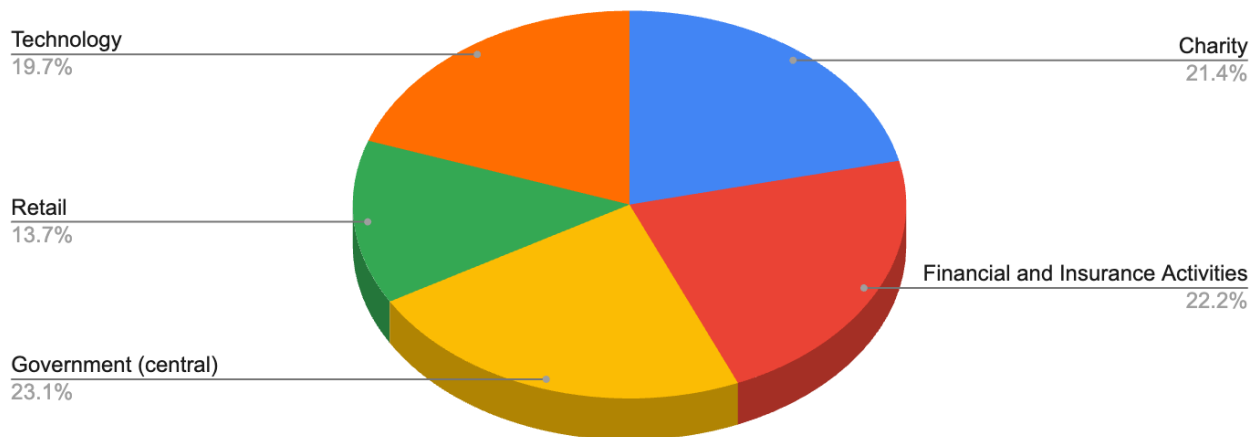
In the last year, we have welcomed 12 new non-executives to the Network whose experience and professional expertise includes roles at Accenture, ITV, NHS England, NHS Transformation and Social Care, JP Morgan Chase, Nat-West and IWG Plc. More broadly, non-executives have knowledge and insights from charities, including 'Change, Grow, Live', Lloyds Banking Group Foundation and The Foundling Museum, will increase the scope of the network's expertise. A number of non-executives are leaders in senior corporate roles such as Directors, Chief Executive Officers, Partners and HR Directors.

My office maintains a central matrix of skills and experience across the non-executive cadre in order to identify any gaps and to be able to match expertise to needs which may arise anywhere across government.

I continue to be committed to ensuring that those who are appointed offer the best outcomes for government and members of the public through their mix of relevant skills and experience.

Figure 4 : Non-executive experience

Number of NEBMs with specific sector experience



Diversity

Diverse and inclusive departmental boards are better placed to understand the issues faced by stakeholders and customers. Diverse groups are more effective in their role, and benefit from new ideas, strong challenge and broad experience.

I wholly support and champion all types of diversity when departments are considering new non-executive appointments. As at 31 March 2023, women made up 36% of Non-Executive Board Members (and made up 50% of all non-executives appointed in the period April 2022-March 2023).

We will continue to work to improve the overall gender balance of the non-executives. A comparison is FTSE 250 companies where in 2022 female non-executive board members made up 45.3% of non-executive board members³.

While the majority of non-executives are based in London and the South East, some are based in other areas of the country. This includes Scotland, the North West and the Midlands. We will look to make further improvements to geographical diversity, and how we report on this, as this is an important factor to broaden the perspective of the boards.

I commit to undertaking further work to improve the diversity data of the non-executive network. It is important that we are able to identify all dimensions of diversity, including ethnicity and disability. We are committed to introducing a robust data collection mechanism in readiness for future reports.

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

³ Vinnicombe, S; Tessaro, M - p. 6 (2022) "The Female FTSE Board Report", Cranfield University



Role of the Government Lead Non-Executive

Since my appointment I have met regularly with Secretaries of State, Permanent Secretaries, non-executives, senior officials and others. In total, I undertook 213 meetings and numerous informal conversations with ministers and other stakeholders.

The lead non-executives met four times over the year, the departmental Audit and Risk Chairs met twice and all non-executives were invited to a conference in October 2022. The Network heard from a wide range of important speakers and considered subjects including, climate change, governance and accountability, government reform, the procurement bill and the Civil Service HR review.

In other activities, many non-executives have supported the work of their departments in addition to their board member role. Further additional work led by non-executives during 2022-23 has included:

- Working with the Office of the Advocate General on strategic priorities;
- Membership of the Ministry of Justice Information Risk and Security Board and the HMPPS Strategic Challenge Board;
- Undertaking inter-departmental board effectiveness reviews;
- Ministry of Defence NEBMs starting a formal programme of visits to the Services to gain a first-hand understanding of the lived experience. This has included visits to HMNB Clyde and HMNB Portsmouth;
- Providing direct input and support for Asylum Productivity Transformation; Asylum Accommodation and Support Transformation; the Manston Recovery Project; the New Plan for Immigration; Emergency Services Mobile Communications Programme and the Police Uplift Programme; and
- Offering their skills and knowledge to support the collaboration of the Service Modernisation Programme (SMP) at DWP.

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

I have undertaken work to improve the appointments process for non-executives. I am pleased to report that over the year, the process has generally become smoother with more timely decisions and communications of outcome at each stage. Over the past year, the talent pipeline for new, high quality non-executive candidates, has also progressed. Each non-executive recruitment campaign has seen a high quality and diverse pool of candidates, both in terms of backgrounds and skills. We have also focussed on ensuring that selection panels have a diverse membership, which takes into account diversity of thought together with the more well known characteristics.

I would like to thank all the departmental non-executive board members for their commitment, hard work and delivery of our role. As a Network, we have risen to the challenge and contributed effectively across many different areas of responsibility in our departments.

Finally, I would also like to recognise the contributions of those non-executives who retired as their terms of office came to an end, and to welcome twelve new non-executives to the Network.

I am delighted to continue to lead the Network of committed and experienced non-executives. I look forward to the next year during which the non-executives will maintain support to ministers, departments, and officials.

Chapter 2: Priorities for the Non-Executive Board Member network

Introduction

The contributions of the non-executive Network are respected and valued across government and in individual departments. The group is known for its wealth of highly experienced individuals who are well placed to provide constructive challenge, scrutiny and advice.

Continuing to improve the effectiveness of non-executive board members

Over the past year improvements have been made to the recruitment process, both in terms of transparency and speed, as well as looking to continual development of the talent pipeline of potential, diverse, high calibre candidates.

Non-executives join for the difference they can make to each of the government departments. With different skillsets and experience, they are able to offer challenge, support and advice in a range of different ways. Through departmental board membership and behind the scenes support and work, the Network aims to improve and streamline governance across Whitehall. We also work to support building leadership and management teams and help the Government with its ambitious aims of improvement and modernisation.

In January 2023, together with The Rt Hon. Jeremy Quin MP, Minister for the Cabinet Office, I gave evidence to the Parliamentary and Constitutional Affairs Committee in respect of their inquiry into the role of non-executives in government. This was an engaging session, which enabled me to clarify the current recruitment process for non-executives and provide assurance to the committee that the system operates in a fair and transparent manner.

The subsequent report from the Committee has been helpful in setting out areas for future consideration. Some of the Committee's recommendations have already been implemented, in particular the regulation of future non-executive appointments which commenced on 20 July 2023. I have welcomed this move as it provides further robustness to the process.

We look forward to the publication of Lord Maude's Governance and Accountability review and any recommendations contained therein. I would like to thank Lord Maude for his time in engaging with both me and the team of lead non-executive board members to gather views and input for his report.

Talent management in departments

The non-executives have continued to offer advice and support for talent management activities within departments. This includes scrutinising and challenging departmental people plans, participating in recruitment panels, and undertaking talent assessments for Directors and Directors General.

Each lead non-executive collates the appraisal of their Permanent Secretary providing performance assessment and guidance for professional development. The line manager for each Permanent Secretary uses these reports to facilitate appraisal discussions and they also provide an input for the Permanent Secretary Remuneration Committee.

Cross departmental collaboration

Non-executives have brought their expertise to bear in supporting a number of important strategic cross cutting areas through NEBM forums: these include Net Zero, the Union of the UK, Levelling Up and, more recently, Digital. Participation in these groups helps to ensure that there is cross departmental collaboration and that departmental boards are consistent in the areas which are being challenged and held to account.

Other areas have included:

- Ian King's participation as a non-executive director on the High Speed 2 Board;
- Tony Poulter serves on the Rail Transformation Board and the Great British Rail Transition Team Board;
- Vikas Shah attended Civil Service Live in Manchester to deliver the keynote opening speech;
- Elizabeth Buchanan continued to support the delivery of the Future Farming and Countryside programme; and
- Paul Smith contributed to several NED recruitments including the LAA Chair and ARAC Chair, and Parole Board ARAC Chair.

Outcome Delivery Plans (ODPs)

ODPs were first introduced for the 2021-22 planning year and form the basis of the Government's performance and planning framework. Every ODP details objectives and key enabling activities for the respective department. ODP's also show how each department will use its resources to meet the desired outcomes and objectives, and how its performance can be measured.

During 2022-23 the Lead Non-Executives have supported departments in achieving the priority outcomes of ODPs by:

- assessing and evaluating departmental performance against objectives and outcomes;
- encouraging investment in the department's capabilities and technology to support becoming more efficient and responsive to the needs of the public;
- providing constructive challenge and advice within departmental strategy discussions and offering advice to ensure that departments are properly resourced to deliver on priorities;
- considering and evaluating the control and reporting of finance and risks; and
- acting as a sounding board for departmental strategic planning teams, supporting planned improvements across the system as well as reviewing metrics to monitor progress.

Non-executives have supported the successful monitoring of ODPs at board meetings and through attendance at periodic 'stocktake' meetings. This will continue to be a key area over the coming financial year.

Government Reform

The Declaration on Government Reform was launched in June 2021. It included actions to support non-executives in their role. A core induction pack for new non-executives, containing examples of good planning and performance in government, guides on planning and performance management in government and guidance for non-executives when involved in crises and good practice expectations was successfully launched in 2022. The pack is provided to all new non-executives and complements their own departmental induction programme.

Other areas where non-executives have contributed during 2022-23

Annex 1 details the case studies of the work undertaken by department Non-Executive Board Members during the year.

Chapter 3: 2023-24: The Year Ahead

During the next year the non-executive Network can expect a number of challenges and opportunities to arise. This will include supporting delivery of services to the public within the context of a more difficult economic climate. The Civil Service will need to achieve new efficiencies, some of which can

be expected to be achieved from the progress of projects such as Places for Growth. Non-executives will continue our work within each department to support priorities as set out in the Outcome Delivery Plans.

I will continue to focus on the impact and effectiveness of boards and look to identify ways in which improvements to their contributions to government can be identified and implemented. The effectiveness of departmental boards is a key factor to supporting departments in their work by providing continuity and legacy knowledge during periods of change and giving challenge, scrutiny and guidance to steer effectiveness and efficiency.

The Network will support the Government Reform agenda by providing scrutiny and challenge to Permanent Secretaries and ensuring departmental transformation effectively supports Civil Service reform. We will use our expertise to promote innovation in departments by challenging leaders to build a culture of permission and support for calculated risk taking and by championing departments' successes to support lesson learning across the Civil Service.

I will continue working with the departmental Lead Non-Executives as a Network to improve sharing, promote joint working and improve consistency.

Over the next year the Network will focus on:

- supporting departments to achieve the measures set out within Outcome Delivery Plans;
- continuing to drive improvements in the diversity and inclusiveness of the non-executive network;
- championing reform and driving the agenda in departments to ensure that they are achieving the transformation needed to have impact across the Civil Service; and
- supporting the implementation of Civil Service Reform as part of enabling and empowering a modern Civil Service.

Annex 1: Department Case Studies from Lead Non-Executives



Anand Aithal
Lead Non-Executive
Cabinet Office

Driving long-term improvement in departmental operating effectiveness

The critical operational challenge for the Cabinet Office remains the breadth and complexity of the department's activities. This year, the Board has been particularly focused on the key building blocks of successful operational excellence, notably people, culture, financial control, data, technology and performance monitoring.

The majority of non-executive board members' (NEBMs) work continues to happen outside of formal Board meetings, providing technical expertise to officials and ministers on specific delivery projects and strategic challenge around issues of prioritisation and risk appetite.

The Cabinet Office Audit and Risk Committee (COARC), which consists of NEBMs, has been particularly active throughout the year in providing institutional memory and operational scrutiny on a number of multi-year projects with the scope to transform government delivery capabilities, such as the One Login programme.

NEBMs are also members of the department's People and Operations Committee, Performance and Risk Committee, Resilience and Security Committee, and the Cabinet Office Approvals Board. These committees provide an essential function to the corporate running of the department through regular scrutiny and guidance. The Cabinet Office Approvals Board has had a significant year, providing advice to Ministers on business cases for some of the Government's key priorities such as Border Resilience and Port Infrastructure.



**Sir Stephen O'Brien
KBE**

**Interim Chair - Risk
and Assurance
Committee**

Department for
Business and Trade

Supporting the department with delivery of its objectives

The Department for Business and Trade (DBT) made progress over the period on its priorities in support of economic growth: delivering high quality trade deals; defending free trade and removing trade barriers; supporting companies to grow UK exports; and, attracting investment to the UK. In the absence of a Lead Non-Executive Director for DBT, I would like to note the Departmental Board's thanks to our teams for the work they delivered. The whole organisation, led by the Rt. Hon Kemi Badenoch MP and previously the Rt. Hon Anne-Marie Trevelyan MP, has remained committed to its objectives in support of the UK's vitally important economic growth agenda.

I would like to thank Non-Executive Board Members, Lord Johnson (in his previous capacity as ARAC chair), Douglas Carswell and Noël Harwerth, and equally the Independent Members who have served on the ARAC in supporting the Secretary of State and her Ministerial team in delivering the Department's ambitions. They bring a range of expertise to the table and devote considerable amounts of time in fulfilling their roles: I am grateful to them all for their efforts in supporting the Department's objectives and performance.

Over the period, the ARAC, reporting into the full Board, has considered the breadth of the Department's business. A standing item at the Board focused on non-executive priorities which included updates from Departmental Board subcommittees as well as individual updates from non-executives on their priorities and special projects including Reviews on the Market Access & Barriers strategy and operational plan, a Review and Action Plan for the Export Controls Joint Unit, the DIT's Crisis Response Review, participating in all the Trade Advisory Groups and shadowing the respective Directors General.

The ARAC, which I have chaired on an interim basis since Lord Johnson stepped down from the role in October 2022, is supported by a strong team of Independent Members: Hanif Barma; Robert Milburn; and, Jim Watson.

Following the Machinery of Government change that took place in February 2023, which brought together the business-focused functions of the former Department for Business, Energy and Industrial Strategy and the Department for International Trade (DIT) to form the Department for Business and Trade, the DIT ARAC continued in its role in order to support the assurances required for production of the DIT's 2022-23 Annual Report and Accounts. Matters pertaining to the former BEIS functions continue to be scrutinised by the former BEIS ARAC until such time as the BEIS Annual Report and Accounts are laid before Parliament.

The non-executives have engaged regularly with senior members of the executive through informal briefings, discussions and formal meetings. In this task we are supported by a team of hardworking officials who ensure the Board and various committees function smoothly.



Claudia Arney
Lead Non-Executive

Department for
Digital, Culture,
Media and Sport

Supporting and developing departmental transformation

2022-23 saw a significant change for DCMS: a Machinery of Government change was announced in February which saw the digital work move out of the department, creating a refocused DCMS with Culture, Media and Sport at its heart, at the same time as a change of Permanent Secretary and a new Secretary of State. NEBM colleagues and I focused on providing continuity within the department through this period and I worked very closely with the Interim Permanent Secretaries to identify and support their priorities and the governance changes they wished to implement. I was closely involved in the recruitment campaign for the new DCMS Permanent Secretary (who was appointed the following financial year), and I am thrilled that through that process we appointed Susannah Storey, who has extensive knowledge of DCMS and its sectors and will make an excellent Permanent Secretary.

1. On the policy side, I worked particularly closely with the DCMS Football Governance Team as they prepared for publication of the Football White Paper in February 2023, including acting as a critical friend, giving them advice on tricky policy issues and on ensuring that the changes proposed landed successfully with key stakeholders.
2. Through the departmental Board and the DCMS Audit and Risk Committee, my NEBM colleagues and I have both challenged and supported DCMS on the Matrix Shared Services programme, with the intention of really testing the department on the best route to functional shared services.



Colin Day
**Audit and Risk
Chair**

Department for
Environment, Food
and Rural Affairs
(Defra)

Supporting departmental priorities across the board

This year has been unusual as there have been three Secretaries of State since July 2022, following a period of stability. Several of the incumbent NEDs, including the former Lead NED, Henry Dimbleby, also resigned or had their terms expire, between July 2022 and 31 March 2023. Defra is therefore not presenting a case study as part of its submission this year and instead has provided highlights of what each NED has done over the period covered.

Since the present Secretary of State was appointed, NEDs have continued to work with policy officials on several important departmental priorities including waste, land management and food strategy. Lizzie Noel continued in her roles as Union and Levelling Up Champion and has worked closely with the relevant policy teams in helping to ensure these important matters were given due consideration in policy making. Lizzie Noel also continued to provide advice and scrutiny on littering and green finance policies. Henry Dimbleby continued to provide scrutiny and challenge on departmental priorities through his role on the department's delivery committee. Elizabeth Buchanan continued to support the department in delivering the Future Farming and Countryside Programme with advice and challenge on stakeholder engagement.

In my role as ARAC Chair, I presided over three ARAC meetings and one Defra group ARAC Chairs' forum. I attended three of Defra's ALB ARAC meetings to enhance my understanding of the issues in the ALBs. I also attended cross-government ARAC Chairs' meetings.



Peter Mather

Interim Lead Non-Executive

Department for
Energy Security and
Net Zero

Supporting and developing departmental transformation

The Department for Energy Security and Net Zero (DESNZ) is a relatively new department, created in February 2023, bringing the energy and net zero portfolios together under a focussed leadership. Its non-executive board members (NEBMs) have supported its creation and transition to a fully functioning Department. The scale of the challenge should not be underestimated, and officials have worked hard to ensure that the important priorities of the department were carried out while new corporate functions were set up.

The former Department for Business, Energy, and Industrial Strategy (BEIS) experienced three Government reshuffles in the April 2022-March 2023 period, including a Machinery of Government change that resulted in the creation of three new departments, one of which was DESNZ. Despite these challenges, the department delivered several critical energy packages, including the energy bills support scheme, which was instrumental in ensuring energy bills remained as affordable as possible during the colder months.

After the machinery of government change, I was appointed to DESNZ as the Interim Lead NEBM and Vikas Shah as the Chair of the Audit, Risk, and Assurance Committee (ARAC) and NEBM, having both held NEBM positions in BEIS. The NEBMs and Executive Team were instrumental in ensuring some consistency at a leadership level and provided strategic direction to the department through the creation of its strategic priorities: energy security; climate security; consumer security and economic security. The department's hard work on these priorities can already be seen in action.

The non-executives made valuable contributions at both BEIS and the new DESNZ departmental Boards. The BEIS ARAC, chaired by Vikas Shah, is still operating to ensure the successful close down of that department. The DESNZ ARAC, also chaired by Vikas Shah, has met twice since the setup of the new department and is supporting it in creating a strong risk register and assurance mechanisms. It is in the process of recruiting commercial and cyber specialists to its Board to increase its robustness.

The DESNZ NEBMs have also been working hard to integrate the department into the cross-Whitehall network. I continue to Chair the new Climate NEBM Liaison Forum, which brings together NEBMs from across Whitehall to scrutinise and advise on the government's net zero agenda. Vikas Shah attended Civil Service Live in Manchester to give an opening speech at the event and received positive feedback, including making colleagues feel proud to be based in Manchester as the department delivers on its Places for Growth agenda.

The department is currently recruiting NEBMs for its Board and I look forward to welcoming new members to the Non-Executive team and departmental Board. I am confident that we will remain an integral part of the workings of the department and will continue to support the delivery of the crucial energy security and net zero agenda.



Richard Pennycook
Lead Non-Executive

Department for
Education

Driving long-term improvement and changes in departmental operating effectiveness

In 2022-23 we welcomed four new non-executive directors (NEDs) to the DfE following an open, competitive process, with high levels of interest and using best practice in public appointment methodology. They were inducted into the department and each NED assigned a portfolio aligned with each of the DfE's Groups. This has allowed us to use our time and expertise in a way that has benefitted the department, especially with join-up between cross-cutting risks and issues and in the way the department communicates externally (for example in Children Social Care review implementation, sector workforce shortages, and qualifications take-up).

NEDs attended six Board meetings in this period and commented on topics including Lifelong Loan Entitlement implementation, employer engagement in the skills sector, and the risk to school buildings failure. We provided challenge to our officials and ministerial team to drive departmental aims and priorities. In addition to this, we regularly reviewed and scrutinised the DfE's performance at Board meetings, during which we reviewed latest data against major projects' performance and the Secretary of State's priority areas.

We continue to meet once a month as a NED cohort to ensure that we are up-to-date on departmental business, and to identify areas for our intervention across the department's key programmes and risks. It is during these meetings, and in other fora, that we meet with the Permanent Secretary to understand the department's latest opportunities and challenges. We have also used our networks and expertise from outside of the department to encourage alternative thinking when it comes to project implementation to drive forward change and improvement for those the department serves.

Overall, 2022-23 saw great emersion and inclusion of our NEDs into the department, we are all well-embedded into our portfolios and have an excellent understanding of the Secretary of State's priorities, contributing to the success of their delivery through the facilitation of joined-up conversations and imparting of advice.



Ian King
Lead Non-Executive

Department for
Transport


Supporting departmental priorities across the board

The Department for Transport remains committed to delivering a challenging programme of work to improve the experiences of those using the transport network, making journeys cleaner, and supporting productivity and economic growth.


As non-executive board members of the Department for Transport, a key part of our role involves using our expertise and experience to support the department in achieving its strategic aims.


Our involvement in providing support on these aims are varied and embracing. This can include providing advice on key policy areas. Tony

	<p>Poulter attends the Rail Transformation Board as well as the Great British Rail Transition Team Board, and has advised on several areas of rail reform, such as enhancing the commercial approach for passenger services, and leading improved collaboration with Network Rail Property team – championing approaches which could deliver greater value.</p> <p>Dame Sarah Storey has provided advice on the department’s use of Transport User Personas, a useful tool to help the department better understand different transport users and how the department can design and implement its policies to improve their transport experience.</p> <p>Our activity can also involve cross-government engagement to further the department’s aims and collaborate with other government departments on key issues for the department. Ranjit Baxi attends the Climate Non-Executive Board Member Liaison Forum which covers issues around climate and sustainability. In my capacity as Lead Non-Executive Board Member, I have contributed to the department’s comprehensive preparations for the Cabinet Office Stocktake to aid understanding of the department’s delivery against Government objectives.</p> <p>Our engagement can also have impacts that extend further than government. Tracy Westall is a keen advocate of the Places for Growth programme, with a particular focus on Birmingham. Tracy has provided advice on how the department could reach out and work with the local community and local stakeholders including the City Council, local businesses, and universities.</p> <p>We, of course, continue to participate in key governance functions within the Department of Transport. This can be seen in our involvement in key departmental committees like the Group Audit and Risk Assurance Committee (GARAC) which is chaired by Richard Keys. GARAC assures the Accounting Officer on the strategic processes for risk, control, and governance. Richard has chaired several GARAC deep dives into areas such as cybersecurity and decarbonisation to provide additional scrutiny and challenge around the structures and processes supporting such key policy areas.</p> <p>We will continue to support the department in the pursuit of its strategic aims, and the breadth of our activity will continue to reflect this commitment.</p>
--	---


 <p>Baroness Lampard CBE Lead Non-Executive Department of Health</p>	<p>Supporting departmental priorities across the board</p> <p>The NEDs continued to support the department through their involvement in different workstreams, membership of oversight committees and deep dive sessions. Furthermore, either collectively or individually they have attended regular meetings on other issues relating to the management of the department, including Audit and Risk Committee, Remuneration Committee, Nominations and Governance Committee, and People Board, as well as the wider management of the health and social care sector or cross government issues, including the Union, the ongoing implementation of exit from the EU and retained EU law, the department’s response to the Covid-19 inquiry, industrial action in the sector and the reform of the social care system.</p> <p>At the departmental Board, regular challenges were brought on performance and deliverability. The Board focussed on two key issues under Steve</p>
--	--

& Social Care	<p>Barclay's chairmanship. The first is the Department's reform and efficiency programme, which the NEDs were able to advise on from their past experience both within the department and outside it. They also focussed on the adoption and innovation of new technology within the health sector, which is one of Secretary of State's key priorities, which some NEDs had been involved in more specific work, for example on electronic bed management.</p> <p>The NEDs regularly met with the Permanent Secretary to flag issues from their meetings with officials and any other concerns they had. At all these meetings the NEDs have sought assurance on the effectiveness of management arrangements and actions including in the identification and handling of risks. They have brought independent oversight, challenge and advice to the work of the department, its ministers and individual officials.</p>
---------------	--

 <p>Dame Alison Nimmo DBE Lead Non-Executive Department of Levelling Up, Housing and Communities</p>	<p>Providing support and advice to deliver on departmental priorities</p> <p>Within the Department of Levelling Up, Housing and Communities (DLUHC) we have a model where NEDs partner with Directors General. This is to build constructive relationships, add bandwidth and to bring external experience and skills to help support the Department's work. This case study is just one example, where one of our NEDs introduced the Objectives and Key Results (OKR) methodology to the CFO and his team to help strengthen our approach to producing our ONE DLUHC Corporate plan. This involved the NED talking through the model and its benefits and sharing their positive experience of implementing such an approach in their private sector role. The NED held several meetings with the DG and his team to review and challenge both the objectives for the period ahead and the key results by which progress would be monitored.</p> <p>The result has been a departmental business plan for the remainder of the SR period that has a very clear set of corporate centre objectives, each supported by clear metrics (Key Results) that can be tracked and reviewed on a regular basis. These have been shared with colleagues across the department as part of the DLUHC plan and will allow a regular review of performance across the functional areas, including the ability to clearly articulate and celebrate when progress is on track.</p> <p>The OKR approach is also improving the effectiveness of the broader governance of our corporate centre functions where exceptions reporting is now in place, identifying OKR's that are either at risk or off-track and enabling discussions to be focused on these areas and any decisions needed to course correct.</p>
--	--

 <p>Ashley Machin</p>	<p>Providing support and advice to deliver on departmental priorities</p> <p>In September 2022, I agreed to accept the Interim Lead NED role. The Rt. Hon Mel Stride attended his first meeting of the Departmental Board to ensure his views on the Service Modernisation programme (SMP) were clearly understood. He gave a clear steer that Transformation should be a priority when considering all future decision making.</p>
---	--

<p>Interim Lead Non-Executive</p> <p>Department for Work and Pensions</p>	<p>The Transformation agenda, and its alignment with the Government's priorities around efficiency and cost saving, is integral to the future DWP strategy. The team of non-executives and I have all offered their skills and knowledge to support and guide the collaboration of the SMP, Digital and Data provision.</p> <p>We have been actively involved in discussions and helped identify different approaches to recognise which areas to prioritise. Our challenge has been to challenge and focus the Executive Team when distracted by short-term improvement work.</p> <p>Departmental Audit and Risk Assurance Committee non-executives have completed regular deep dives and consulted with Counter Fraud, Compliance and Debt Policy and Operational colleagues to promote and support closer working. Working together more effectively has led to Policy prioritising the items that will have the biggest impact, specifically in creating ease of implementation, and ability to prevent fraud and error and improve quality.</p> <p>At Departmental Board and Non-Executive Directors/Executive Team quarterly meetings we have consistently challenged the quality and value of the data reporting and have raised concerns when DGs were not owning the issues arising in their division. These challenges have led to improved regular opportunities to work with the Strategic Finance team, aiding the development of the Outcome Delivery Plan 2022-25 and the introduction of the Digital Data Dashboard. The dashboard provides real time data, the ability to monitor performance trajectories, and gives insight to the cause and affect decisions made. It also allows us to identify good working practices and better use of available resources.</p> <p>The NEDs have challenged the Board and the Service Modernisation Programme not to invest too much time on evidencing additional benefits once the committed benefits have been delivered. Better use of time should be spent on identifying further opportunities which in turn will deliver additional benefits. NEDs have promoted the right to allow push back on detailed requests that do not move the business forward.</p> <p>Moving into 2023-24 the focus leans towards improving the capability of our people and the required investment in learning and leading the culture change. The need to invest in people is crucial to building capability. Discussions are ongoing about the best use of available funds, and the importance of our improvements to people capability is given the same priority as modernisation.</p>
--	---

 <p>Beverley Tew Interim Lead Non-</p>	<p>Helping the department navigate through challenging times and support the delivery of its objectives</p> <p>2022/23 was another year of extraordinary moments in global events, not least the continued impact of Russia's illegal invasion of Ukraine. The FCDO has achieved much to be proud of, and as we look back one event in particular stands out – the department's role in the delivery of the funeral of Her Late Majesty The Queen. This was a remarkable effort, a testament to</p>
--	--

<p>Executive</p> <p>Foreign, Commonwealth and Development Office</p>	<p>the efforts of colleagues across the globe and a great demonstration of the department's capabilities.</p> <p>Amidst the many challenges, the FCDO has made important progress in its development as an organisation. Nearly 17,000 staff are now delivering the UK's diplomatic and development activity as a single organisation with the aim of maximising the UK's global impact. The FCDO's Non-Executive Directors, have focussed on oversight, challenge and support to the department's Executive team to help them achieve the department's objectives. We do this through the Management Board held monthly, the specialist sub-committees and through significant contributions outside the boardroom utilising our specific skills and expertise. Key priorities for the Board this year have included the setting of a digital strategy for FCDO to ensure the department is fit for a modern digital future; oversight and investment in the overseas estate to maximise the benefit of the Tokyo sale proceeds; and challenge to the "places for growth" strategy to deliver our commitment to the department's second headquarters in Glasgow.</p> <p>An area of particular focus this year, as a team of NEDs, has been to seek to explore and understand more of the department's work across the UK and around the world. We made visits to the FCDO's UK locations outside of London, attending meetings in Hanslope Park in Milton Keynes and Abercrombie House in East Kilbride. We were also able to travel to the FCDO's overseas network, with visits to the missions in Lisbon, Ottawa, Islamabad and New York. Seeing first-hand the operations of these contrasting posts gave us real insight into the benefits and challenges of bringing together our diplomatic and development efforts as well as understanding how some of the mechanistic aspects of the merger have landed across the network. We met with local teams across all disciplines and we were able to hear from them how it felt to deliver the department's mission from the network and to take those lessons back to the Executive team for discussion and action.</p>
---	--



Dame Jayne-Anne Ghadia
Lead Non-Executive
HM Revenue and Customs

Transforming HMRC and delivering for the future

My non-executive colleagues and I have been focusing on supporting HMRC to deliver its transformation agenda, handle increased customer service demand with reducing departmental budgets and bring performance within service standards. The Board has engaged productively with the departmental teams, and I would like to thank the Executive for its open and transparent approach to working with the Board.

Throughout the year, the Board has maintained a clear focus on scrutinising, supporting and challenging the department's change programmes to help HMRC meet its ambitious transformation agenda. We have established a new Transformation Committee which has allowed the Board to strengthen its oversight of HMRC's key programmes, including Making Tax Digital, and the delivery of efficiencies through Income Tax Service Transformation. In addition, we appointed a new non-executive director, Jennifer Tippin, to bring greater industry experience of transformation and people change to HMRC's Board. I am reassured that the Board and executive team share the same priority of improving outcomes for citizens by modernising and digitalising HMRC's services for the future.

The past year has brought many challenges, but I am reassured by the commitment of HMRC's team in rising to these and continuing to deliver. The Board and I look forward to continuing our support of HMRC in the coming year.



Lord (Jonathan) Hill
Lead Non-Executive
HM Treasury


Providing strategic support and expertise through a period of external instability and challenge

The department was at the heart of the Government's response to the Russian invasion of Ukraine, the energy crisis, and the ongoing economic challenges. Throughout that period the non-executive directors (NEDs) provided independent, external advice, both through governance boards and committees and through their day to day interactions with ministers and senior officials.

The year saw significant change to the Executive Management team (EMB), including the departure of Sir Tom Scholar, the former Permanent Secretary. I want to record our gratitude to him, not just for leading the department with such integrity and professionalism, but for his long and distinguished career as a public servant. We welcomed back James Bowler as Permanent Secretary, who is supported by two Second Permanent Secretaries, Catherine Little and Beth Russell (after year end (31 May), Sam Beckett was appointed as the Chief Economic Adviser and Second Permanent Secretary, also providing support to the Permanent Secretary). There were several other changes to EMB, and I am grateful to all members who left for their contributions and welcome those who have arrived.

The NEDs continued to provide advice on the challenges of flexible working and working across multiple sites, following the continued growth of the Economic Campus in Darlington, which has encouraged people into the Civil Service who would not have previously considered a career in it.

	<p>The NEDs provided challenge on finances, staffing, the Outcome Delivery Plan and the Quarterly Performance and Risk Reports. They have provided oversight to the department's Arm's Length Bodies through their roles on the boards and have continued to support the department and the civil service more widely by representing the Treasury at cross government board meetings on Climate Change and the Unions.</p> <p>Despite the challenges of the past year, I am glad to say that Treasury staff engagement continues to be above average for the civil service employee engagement index.</p>
--	--

 <p>Tim Robinson CBE Lead Non-Executive Home Office</p>	<p>Helping the department navigate through challenging times and support the delivery of its objectives</p> <p>During 2022-23, the department worked hard in its mission to build a safe, fair, and prosperous UK, while continuing to respond to the crises in Ukraine and Afghanistan, and under the pressures of changes in Government, industrial action, small boat Channel crossings and the associated asylum processing caseload.</p> <p>I was promoted to Lead Non-Executive Board Member in February 2023, after Dame Sue Langley departed in the autumn of 2022. Non-executive board members (NEBMs) advise on performance (supporting and challenging the Executive Team) and operational issues including operational and delivery implications of policy proposals. Through the newly established Executive Talent Board, they also appraise and ensure appropriate succession planning of senior executives is in place. The Audit and Risk Assurance Committee plays a pivotal role in challenging the department's management of risk, controls, and governance. NEBMs also sit on other relevant ExCo sub-committees and this year we have supported Ministers and officials on a wide range of activities. Priority programmes with which we have engaged with this year include Asylum Productivity Transformation; Asylum Accommodation and Support Transformation; the Manston Recovery Project; the New Plan for Immigration; Emergency Services Mobile Communications Programme; and, the Police Uplift Programme.</p> <p>The Board met three times in 2022-23 as it transitioned to a new Home Secretary. It focussed on responses to the crises in Ukraine and Afghanistan and pressures on the asylum system, including management of the Manston processing centre, arrivals in small boats and the backlog of asylum cases to be processed. The Board also agreed that, following success in the approach to processing passports and visas, critical interventions in areas of delivery challenge should be addressed through a trio partnership of the relevant Minister, NEBM and Senior Responsible Officer or Director General (DG). The Board is comprised of Home Office Ministers and NEBMs, the Permanent Secretaries, the DG for Corporate and Delivery and the DG for Science, Technology, Analysis and Research (STAR).</p> <p>At Executive level, David Kuenssberg was appointed as DG for Corporate and Delivery, under a new directorate structure formed following Gus Jaspert's departure as DG for Delivery. Abi Tierney took responsibility for the Asylum & Protection portfolio within her role as DG for Customer</p>
--	---

Services following Emma Haddad's departure. Asylum was supported by Simon Ridley in his capacity as Senior Responsible Owner for Accommodation in 2022. In April 2023, Simon Ridley was appointed as Second Permanent Secretary for the Home Office. Sarah Goom and Gilad Segal took over as Joint Home Office Legal advisers from Jennifer Morrish and Diane Wills. Gilad Segal left the post at the end of 2022 and was replaced by Nick Fussell. The Performance and Risk Committee was replaced by the Risk and Delivery Committee. This change was designed to enhance collective decision-making around delivery and risk and the new Committee is attended by Directors General and a NEBM, to reflect senior accountability for decisions and actions in this space.

The Home Office conducted an Independent Departmental Board Effectiveness Review in 2022, facilitated by Nick Markham (then Lead Non-Executive Board Member at the Department for Work and Pensions). The Review found that the Board is most valuable when we as NEBMs can use our external expertise to assure and challenge progress against Outcome Delivery Plans. However, it recognised that the Board should better maximise its collective leadership by ensuring Members prioritise their attendance, to demonstrate the Board's important function in the department's governance. It was recommended that the Board have a review of arm length bodies with relevant CEOs to hold them to account. In terms of meeting structure, a combination of a 'state of the nation' item and a deep dive into a key area was found to have facilitated the most effective discussions, by focusing on scrutiny of the department's delivery against its priorities. Away days that considered the department's strategic direction were found to have been particularly helpful horizon-scanning exercises. It was felt that the Board should hold more of these sessions in the future and explore using external speakers to stimulate discussion.




Brian McBride
Lead Non-Executive
Ministry of Defence

Providing support and advice to deliver on departmental priorities.

Over the past 12 months, Non-Executive Directors (NEDs) have taken an active role in reviewing and challenging the department's development of the Integrated Review Refresh (IRR), Defence Command Paper Refresh (DCPR) and a recasting of the Ministry of Defence (MOD) strategic risks. NEDs have also scrutinised the department's performance on key programmes and financial targets. This includes providing advice to management on Annual Budget Cycle (ABC) plans and in-year spend. In addition, led by our People NED and myself, we have provided independent advice on our future incentivisation strategy through the Haythornthwaite Review to attract, retain and build the skills and workforce that we need to deliver the Defence mission.

Through the bi-monthly Non-Executive Directors Sessions, which I chair, non-executives have been given sight of the department's progress on Defence Board priorities, including Defence Design (a full review of the Defence Operating Model), Future Combat Air Strategy (FCAS), and Ajax programme. These meetings are attended by MOD's senior executive team and provide an effective and open forum to constructively scrutinise plans,

	<p>hold executive colleagues to account, and raise challenges at Defence Board level.</p> <p>I believe that NEDs play a vital role in advising and challenging departments. I have been working with our Organisational Policy Director to ensure we effectively utilise our non-executive talent across the wider Defence enterprise. This includes the introduction of an annual all-NED conference with attendance from c80 NEDs across MOD. The first took place in February this year.</p> <p>Lastly, non-executives have begun a formal programme of visits to the Services to meet with colleagues at all levels and gain a first-hand understanding of the lived experience. This year we visited HMNB Clyde and HMNB Portsmouth, two Naval bases critical for our Continuous At-Sea Deterrence (CASD) and home to our flagship carrier HMS Queen Elizabeth. These opportunities have proven invaluable, providing a unique insight into how Defence Board priorities are being taken forward. We will continue with our programme through 2023-24 with visits scheduled to an Army base and RAF station.</p>
--	---

 <p>Mark Rawlinson Lead Non-Executive Ministry of Justice</p>	<p>Driving long-term improvement and changes in departmental operating effectiveness</p> <p>The non-executive board team has provided challenge and independent scrutiny to the Outcome Delivery Plan, including assessment of the performance metrics and dashboard. The team has also been involved in the two major issues affecting the department: prison capacity and court caseload. Independent advice and support provided assurance on the thoroughness of the options analysis and management information. The NEDs, as members of the Delivery Board (that I co-chair) have supported critical analysis of the department's major projects and programmes and deliverability.</p> <p>Paul Smith, as Chair of the Audit and Risk Assurance Committee (ARAC), has continued to drive departmental focus on effective risk management. He has strengthened assurance of effective governance, risk management and internal control arrangements across the MOJ and its bodies through strong relationships with the Agencies and ALB ARAC Chairs. He has been involved in several NED recruitments including the LAA Chair and ARAC Chair, and Parole Board ARAC Chair. Paul is the NED Champion on climate change and sustainability and on the Union.</p> <p>Mark Beaton is a member of the Information Risk and Security Board, ARAC and the HMPPS Strategic Challenge Board. His experience has been invaluable in relation to the department's approach to transformation and digital, encouraging critical review of assumptions and supporting a data driven approach.</p>
---	---



Leslie Philpott
Lead Non-Executive
Northern Ireland
Office

Providing support and advice to deliver on departmental priorities

Last year I highlighted the complex and sensitive environment in which the NIO operates. The last twelve months have seen a continuation of the governance gap in Northern Ireland, requiring the department to continually re-prioritise its delivery plans and re-evaluate the use of resources to achieve objectives. The department has also taken forward legislation so that powers can be exercised in the absence of an Executive and the management of public services and funds can continue.

Against this challenging backdrop, there were several changes at Ministerial level. Following the appointment of Chris Heaton-Harris as Secretary of State for Northern Ireland in September 2022, he agreed to chair future meetings of the NIO Board. In its newly constituted form, the Board has taken a more strategic role in reviewing departmental performance in regard to resource management, workforce planning, communications and engagement, arrangements for managing funding streams announced as part of previous agreements for Northern Ireland as well as maintaining an oversight on financial management. The non-executive team has been fully engaged in supporting the Board transition and on the wide range of issues, bringing their skills and experience to bear in discussions, on governance, performance delivery and challenging the department's management of risk.

Finally, I continue to be impressed with the flexibility and dedication shown by all staff across the NIO and their ability to deliver on a wide range of initiatives to deal with the legacy of the past and make Northern Ireland safer and more prosperous for all to live.



Tom Harris
Lead Non-Executive
Scotland Office

Providing expertise in a challenging and complex environment

Scotland Office and Office of the Advocate General Non-Executive Directors [NEDs] continued to support the Offices' Ministerial Team and officials in the important work of the Scotland Office and the Office of the Advocate General throughout the 2022-2023 reporting year.


The key area of focus for non-executive directors (NEDs) continued to be supporting officials in relation to Scotland's place at the centre of UK Government policy; enhancing the visibility of the UK Government in Scotland; and enhancing devolution capability across the UK.

NEDs added significant value and input into the operational and corporate elements of the Offices' governance. The NEDs provided Ministers and the Executive with advice and challenge on the Offices' handling of key fiscal events throughout 2022-23 which helped to secure the best possible funding settlement for the ongoing successful delivery of the Offices' business plans up until 2025.

The NED team advised on handling and strategy on the approach to: the Civil Service 2025, Efficiencies and Savings Exercise; the Autumn Statement 2022 and the Offices' submission for the Spring Budget, 15 March 2023. All of these areas of focus for the NEDs were discussed regularly at the Offices' NEDs' and Directors' monthly meetings.

The Offices' NEDs have continued to support the Scotland Office and OAG outside formal Board meetings and encouraged a continued focus on

	<p>strategic priorities including: the development of the Scotland Office Outcome Delivery Plan; workforce planning; resourcing and resilience; and the Scotland Office Communications and Stakeholder Engagement Strategy. The Offices' NEDs are also represented on the OAG Joint Management Board's sub-committee, which looks at specific strategic issues for that Office.</p> <p>As the Offices' Lead NED, I attend meetings of the UK Government Lead NED Network. During the 2022-23 reporting year, I met with Michael Jary, the UK Government's Lead NED, and the Territorial Offices' Lead NEDs to discuss specific issues relating to the Territorial Offices, which could be supported and addressed at cross-Whitehall NED network meetings.</p> <p>As the Scotland Office, I led on the Union at NED level and attended the UK Government Union NED Network. This supports the work of the Senior Officials' Level Union Network which is tasked with the responsibility to ensure that the devolution settlements across the whole of the UK are reflected in departmental work and policy development across government.</p> <p>I also attended the Scotland Office chaired Delivering for Scotland Board. This cross-Whitehall Board seeks to ensure that the UK Government's work is aligned in delivering priority outcomes for Scotland.</p> <p>To enhance and embed the work of the NEDs across the Offices in 2022-23, the Board Secretariat worked with the NEDs to develop a NED Engagement and Roles and Responsibilities Action Plan which was signed off at a meeting of the Offices' Joint Management Board. This used the framework of the Cabinet Office Corporate Governance Code to frame an action plan which targeted each of the NEDs skill sets to support the effective and successful delivery of the work of the Offices. This will continue to be a key area of focus over the 2023-24 reporting year.</p>
--	---

 <p>Alison White Lead Non-Executive Wales Office</p>	<p>Providing support and advice to deliver on departmental priorities</p> <p>There was some political turbulence during the year, with three different Prime Ministers, and three different Secretaries of State at the Department. Meetings largely resumed in person, recognising that hybrid arrangements often represent the best use of time for colleagues based in Cardiff, but also ministerial preference for attendance in person to facilitate the best possible opportunity for discussion. All recent Board meetings have been chaired by the Secretary of State in person.</p> <p>In May 2021, the UK Government launched a new Plan for Wales, with a particular focus on the creation of jobs, and hence prosperity, for the citizens of Wales. The focus during the past year has been on implementation of that plan, with priorities set out in an updated Outcome Delivery Plan (ODP): the process of review of the ODP has been led by the committee established for that purpose (and chaired by the Lead NED), with the involvement of officials from other government departments to work alongside the departmental team to evaluate impact and resolve difficulties.</p> <p>The Committee developed a performance dashboard and has undertaken some deep dives to facilitate this evaluation, which enables more efficient use of time at Board meetings. Work was done to develop and review a</p>
---	--

	corporate scorecard to support decision-making. Non-executives continued to provide a wider perspective, governance expertise and advice about improvements in risk management, communications and stakeholder management to ensure the interests of Wales are being properly taken into account in policy and legislation work across government departments.
--	--

Annex 2: List of Central Government Non-Executive Board Members (as at 31 March 2023)

* Departmental ARAC Chair

Dept	Lead Non-Executive	Non-Executive Board Members					
CO	Anand Aithal	Michael Ashley *	Lord Hogan Howe	Michael Jary	Henry De Zoete		
DBT	Stephen Hill OBE	Douglas Carswell	Noel Harwerth	Sir Stephen O'Brien *			
DCMS	Claudia Arney	Hemant Patel *					
Defra	Vacancy	Colin Day *					
DESNZ	Peter Mather	Vikas Shah MBE *					
DfE	Richard Pennycook CBE	Sir Peter Bazalgette	Jack Boyer OBE	Suzy Levy	Stuart McMinnies *	Toby Peyton-Jones	
DfT	Ian King	Ranjit Baxi	Richard Keys *	Tony Poulter	Dame Sarah Storey	Tracey Westall	
DHSC	Baroness Lampard CBE	Doug Gurr	Samantha Jones	Gerry Murphy *			
DLUHC	Dame Alison Nimmo	Pamela Chesters	Jeff Dodds	Lord Porter CBE	Tom Taylor *		
DWP	Ashley Machin *	David Bennett	Valerie Hughes-D'Aeth	Gina Radford	Charlie Steel		
FCDO	Beverley Tew	John Coffey *	Ann Cormack MBE				
HMRC	Dame Jayne-Anne Gadhia	David Cooper	Patricia Gallan QPM	Michael Hearty *	Paul Morton	Juliette Scott	Jennifer Tippen
HMT	Lord Hill	Edward Braham	Jane Hanson CBE	Gay Huey Evans	Zarin Patel *		
HO	Tim Robinson CBE	James Cooper *	Michael Fuller QPM	Jan Gower	John Paton	Phil Swallow	
MoD	Brian McBride	Kate Guthrie	Robin Marshall				
MoJ	Mark Rawlinson	Mark Beaton	Paul Smith *				
NIO	Leslie Philpott *	Fiona Ross					
OSSS	Tom Harris	Martin Dorchester	Ross Finnie	Stuart Patrick CBE *			
OSSW	Alison White *	Alun Evans					

