

**Wales Audit Office Board**  
**Minutes of the meeting on Monday 18 October 2021**

**Members:**

Lindsay Foyster	Chair and non-executive member
Adrian Crompton	Chief Executive and Auditor General for Wales
Adam Marshall	Elected employee member
Anne Beegan	Elected employee member
David Francis	Non-executive member and Senior Independent Director
Elinor Gwynn	Non-executive member
Ian Rees	Non-executive member and Chair of the Audit & Risk Assurance Committee
Kevin Thomas	Appointed employee member and Executive Director of Corporate Services (EDCS)

**Apologies:** Alison Gerrard, Non-executive member and Chair of the Remuneration & HR Committee

**In attendance:**

Anne-Louise Clark	Executive Director of Communications and Change (EDCC)
Amanda Jenkins	Planning & Reporting Specialist (items 1- 3)
Matthew Hockridge	Head of Planning & Reporting (item 3)

Item	Agenda
1.	Chair's welcome and apologies for absence
2.	Declarations of interest
3.	Five-year strategy
4.	Travel and subsistence review: update and review of negotiating parameters
5.	Review of the meeting
6.	Date of next meeting: 23 and 24 November 2021

Item	Minutes	Action
<b>Standing Items</b>		
<b>1.</b>	<b>Chair's welcome and apologies for absence</b>	
1.1	The Chair welcomed members and those in attendance. The Chair noted that the AGW, EDCS, EDCC and one of the EEMs were attending from a shared meeting room in the Audit Wales Cardiff office.	
1.2	An apology from Alison Gerrard was noted. The Board noted that Ann-Marie Harkin was not available to attend this meeting due to annual leave.	
<b>2.</b>	<b>Declarations of interest</b>	
2.1	The employee Board members (Kevin Thomas, Adam Marshall and Anne Beegan) declared interests in item 4 (the travel and subsistence review). The Board noted that the employee Board members would participate in the discussions relating to the travel and subsistence review to support informed	

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	consideration of the item, but would recuse themselves from the decisions on this item due to a prejudicial conflict of interest.	
2.2	The Board noted that other staff members present had an interest in item 4 (the travel and subsistence review). The EDCC would attend during the discussion of the travel and subsistence item to answer any questions arising and the Board Secretary would attend to minute the item and deal with any governance matters arising.	
2.3	The Board noted that, in the absence of Alison Gerrard, it would be quorate for decisions related to the travel and subsistence review as the employee Board members would recuse themselves from any decisions on that matter.	
<b>3.</b>	<b>Five-year strategy</b>	
3.1	The EDCC presented a paper updating the Board on the: <ul style="list-style-type: none"> <li>• rationale and process for the development of the five-year strategy so far; and</li> <li>• approach taken by the ELT in arriving at the three key change themes and roadmap of activities which would drive achievement of Audit Wales' ambitions.</li> </ul>	
3.2	The EDCC explained that the next stage in developing the strategy would be to involve staff using a combination of social media style engagement to invite organisation wide contributions and multi-disciplinary focus groups, which would include Board members, to distil those contributions and identify any additional actions or areas of focus.	
3.3	The Board discussed: <ul style="list-style-type: none"> <li>• how the strategy would drive the development of future annual plans;</li> <li>• the relationship between the three themes, the actions and the ambitions;</li> <li>• the balance between internal and external focus, recognising the swift pace of change in the external environment;</li> <li>• the tone and language of the strategy, and the need for consistent and positive language to reflect the purpose of the strategy and provide clarity on the specific outcomes sought;</li> <li>• the opportunity for staff to make a meaningful contribution both to the formulation of the strategy, in particular the activities underpinning the themes, and the consistent development of local business plans to support delivery; and</li> <li>• how activities identified in the roadmaps for delivery might be co-ordinated across the themes to avoid duplication of effort or projects.</li> </ul>	
3.4	The Board welcomed the opportunity to understand and comment on the draft strategy and to be involved in the staff engagement process. The Board noted that the strategy was a work in progress and the final version was expected to be presented to the Board for approval in March 2022.	
<b>4.</b>	<b>Travel and subsistence review: update and review of negotiating parameters (taken in private)</b>	

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4.1	This item was taken in private for reasons of confidentiality and commercial sensitivity and to support the effective conduct of business.	
<b>5</b>	<b>Review of the meeting</b>	
5.1	<p>The Board briefly reflected on the impact of the hybrid meeting style, with a group located in the Cardiff office and others at home, and noted that:</p> <ul style="list-style-type: none"> <li>• overall the format had worked, though the technology did not currently fully support hybrid meetings;</li> <li>• sound quality was adequate but visibility of the group in the Cardiff meeting room had been limited due to the use of a laptop camera and had required some attendees (not members) to turn off their cameras, so all members were fully visible to the Chair throughout the meeting</li> <li>• norms would need to be established if this format was adopted in the future to ensure that discussions on the agenda items only took place in the meeting and that all members felt comfortable to fully contribute to discussions.</li> </ul>	
<b>6</b>	<b>Date of next meeting</b>	
6.1	Tuesday 23 and Wednesday 24 November 2021	