



Llywodraeth Cymru
Welsh Government

Fit for the Future

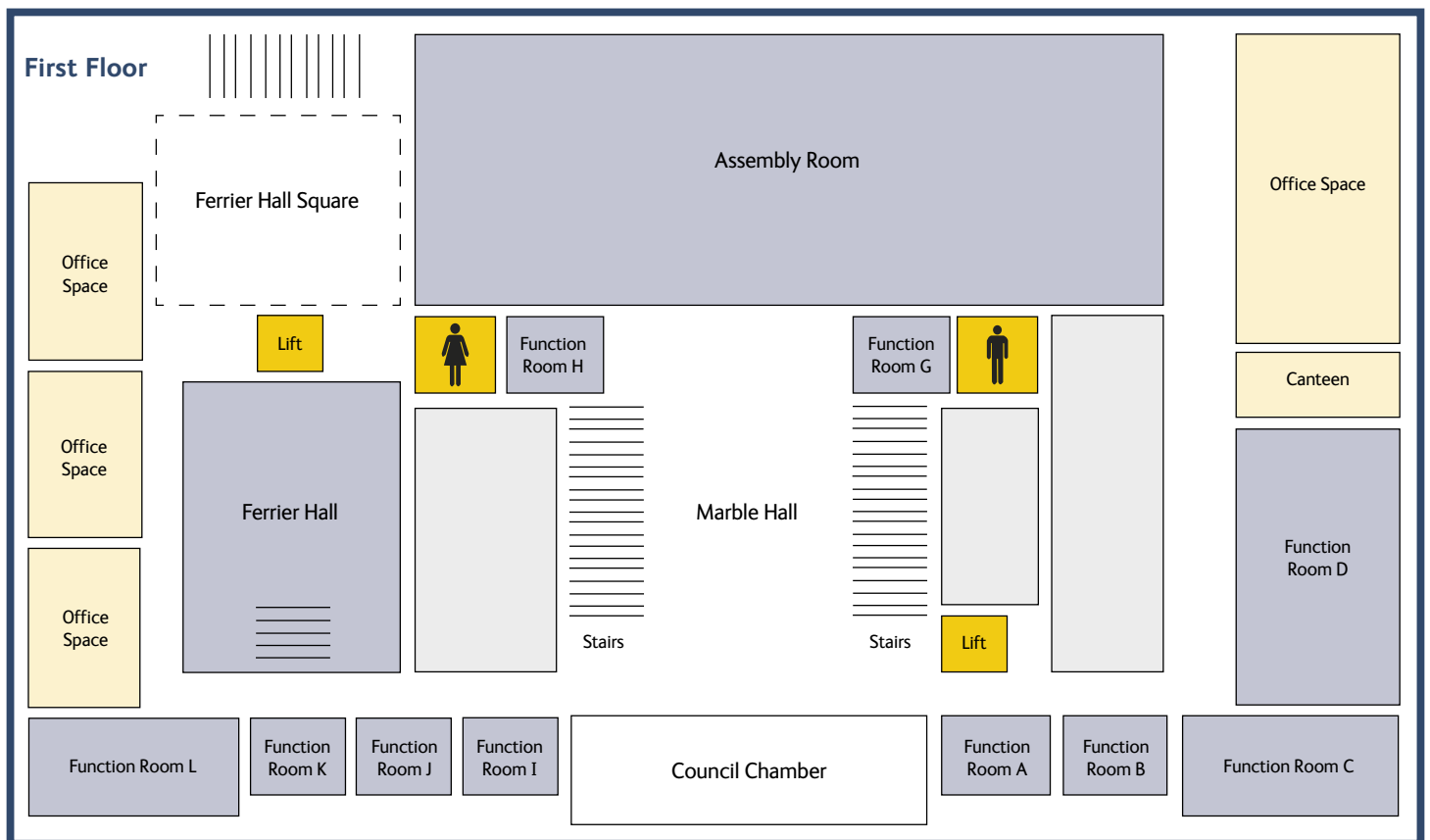
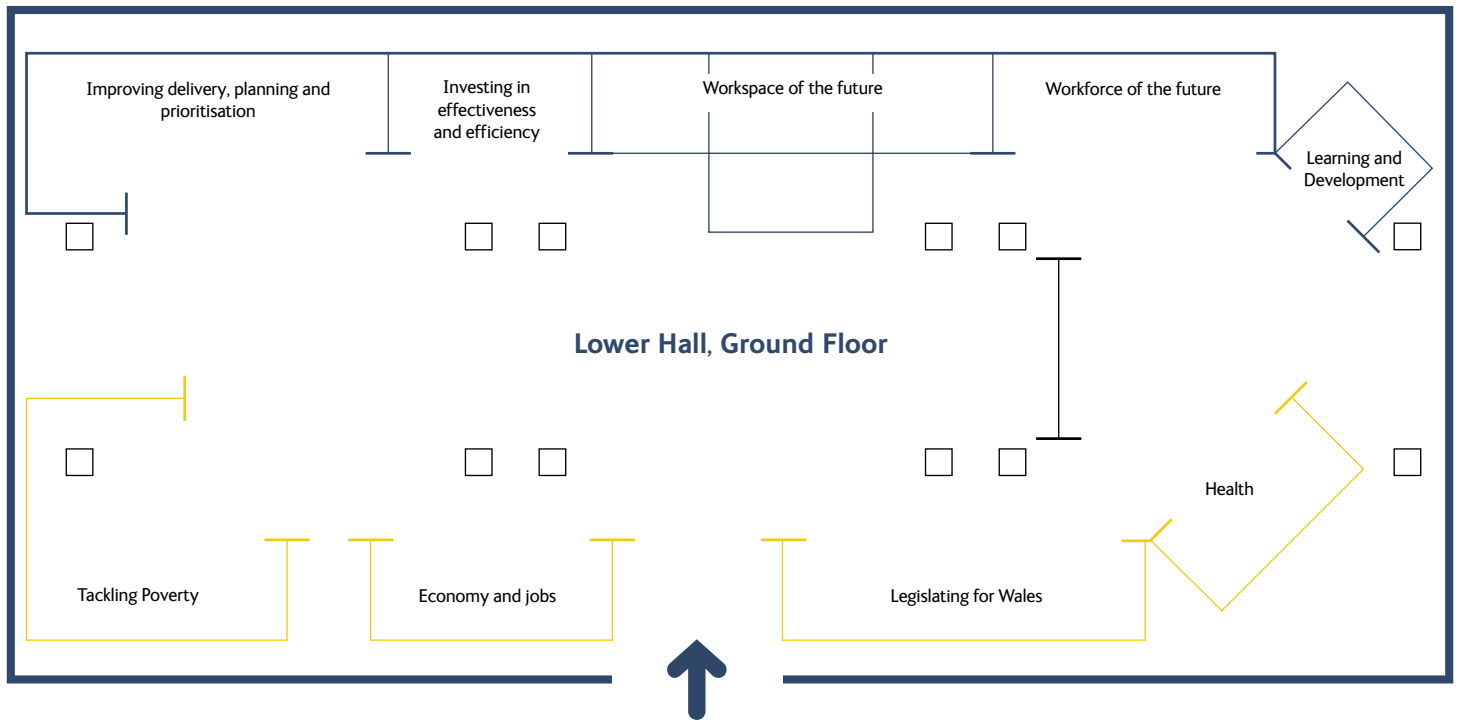
supporting Ministers to deliver for Wales

LIVE



'The work of the Civil Service is essential in supporting Ministers to deliver better outcomes for people and communities. Wales needs a strong and effective Civil Service and one that is committed to improving its skills and capability to match the challenging context in which we must deliver. We must learn from the best and always strive to be the best'

First Minister Carwyn Jones



Welcome to Fit for the Future LIVE!

The event sets out what we'll be doing to renew the Welsh Government Civil Service over the next 3–5 years so that we can deliver for Ministers and people in Wales over the long term.

Thank you to our sponsors for their support for Fit for the Future LIVE



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Introduction and context setting

Our purpose

Making a difference for people in Wales is the unifying purpose of everyone who works for the Welsh Government. Supporting Ministers to achieve a better quality of life for our own and future generations is what the organisation is all about. Whatever your current role, whether it's in frontline delivery, policy development or the central services that help us function efficiently, delivering better outcomes for people and communities is what unites us. The Cabinet have been clear on their priorities for this Assembly term: delivering the Programme for Government including our ambitious legislative programme; boosting the economy and jobs and tackling poverty. These are the priorities for our Civil Service.



Our vision

Our goal is to be one of the best performing public sector organisations in the UK and to see that improved performance reflected in better outcomes for people and communities. The First Minister set out his vision for what Ministers need from the Welsh Government Civil Service in his statement in June responding to the UK Reform Plan. **Fit for the Future**, our renewal programme, is aligned to the Whitehall reform agenda only where we share the same improvement goals, but it is distinctive and different where we believe we need a different approach to deliver for the people of Wales. Whilst the Civil Service Code and Nolan Principles remain fundamental to our expectations of everyone who works for us, our priorities for improvement reflect our Cabinet's priorities rather than those of the UK coalition.

The Civil Service we need for Wales will be focused on joining up to improve outcomes rather than operating in silos. It will be underpinned by a belief in collaboration rather than competition to drive improvement in public services. Our **Fit for the Future Action Plan** is designed to equip the organisation to deliver for ministers with professionalism, pace and ambition.

Progress so far

Improving our performance while managing big reductions in our budgets hasn't been easy but we've already made a lot of progress. We started earlier than comparable organisations on tackling our budget reductions and increasing our efficiency. We've done this through a combination of Managing with Less, reducing the size of our estate and getting more value from our contracts. It is only by taking these actions that we have been able to avoid compulsory redundancies and instead pursue a programme of voluntary severance. We think this early action has put us in a strong position to manage within current financial constraints and allow us to focus on renewing the organisation.

We've already introduced the Delivering Results Principles to improve the quality of the advice we put to ministers and make the focus on outcomes more rigorously embedded in the way we do things. We've also started to strengthen our approach to planning, legislation, financial management and programme and project management and will continue to treat this work as a priority. On the people side, we've set out our commitments in our People Strategy and already begun a more systematic approach to performance and progression, introducing the Assessment Centres and the 9 Box Grid although we know there is more to do to develop a fully integrated approach to performance and progression.



Your feedback

Since February, everyone who works here has had the chance to take part in discussion sessions about what more we need to do to improve our performance and achieve our vision; in particular how we implement the commitments set out in our People Strategy and develop the workforce and workplace we need over the longer term. More than 1200 pages of feedback were received and analysed. Not surprisingly, there were many different, sometimes conflicting, views about what we need to do to equip us to deliver for Wales in the future in a tough financial environment. You can see a full report on what people said in the **Fit for the Future** discussion sessions on our intranet site. Your views from these sessions and the results from our last People Survey have directly influenced the DG team's decisions on the **Fit for the Future Action Plan**. We have explained how your feedback has been taken on board and what we are doing as a result within the report.

We are committed to continue engaging people in improving the organisation and making sure everyone has a voice. We will be using Re:New as our main channel for getting people involved in implementing the action plan and finding solutions to some of the challenges facing us.



Our Action Plan

Wales needs a strong and effective Civil Service and one that is committed to improving its skills and capability to match the challenging context in which we must deliver. We must learn from the best and always strive to be the best.

The **Fit for the Future Action Plan** sets out what we need to do to ensure we can deliver for Ministers and make a difference for people in Wales over the longer term. It focuses on three main goals for improvement, reflecting the Cabinet's priorities and your feedback on what you think we need to do to deliver results with fewer resources.

Goal 1: Strengthen delivery, planning and prioritisation

Goal 2: Build a modern workforce and workplace

Goal 3: Develop excellent leaders and managers.

Under each of the three improvement goals we've set out three priorities and listed some of the detailed actions that will contribute to addressing them and achieving the changes we need. Some of these actions aren't new – they are part of our ongoing effort to improve how we work. Their inclusion in the plan means that these areas remain a priority and that we need to do more work to make sure they are fully embedded in the way we do things. Other actions reflect the fact that we are now 1000 people fewer and will need to do things differently to achieve our goals.

Goal 1: Strengthen delivery, planning and prioritisation

Within Welsh Government we need the capability, capacity and resilience to deliver the Programme for Government and the Cabinet's priorities, including our ambitious legislative programme.

With 1000 people fewer, making sure we have the right people with the right skills in the right places is critical. We need everyone to understand how their work contributes to delivery, ensure we understand the impact of what we do and stop doing things that don't work. We also need to make sure we get maximum value from the investments we've made and use our resources more effectively so that we can create more capacity for the Government's priorities.

Priorities:

- Strengthen our capability, capacity and resilience in the following key areas: delivering legislation, policy development, financial management, programme and project management, core Civil Service skills.
- Improve business and workforce planning to give people more clarity on priorities and expectations, join up where we need to and help us move people and resources to where they can make the biggest impact.
- Make better use of our systems and investments, simplifying, standardising and reducing complexity to free people up for work that contributes to delivery.

Goal 2: Build a modern workforce and workplace

We are all here to make a difference for people in Wales and it is the Cabinet's priorities for delivery that must determine our priorities for workforce deployment and development. We need an approach to managing careers within Welsh Government that helps people understand what's expected of them and enables them to perform to the best of their ability. We want everyone to have the opportunity to develop the skills they need for the job they're doing now as well as developing skills that will allow them to move on to new jobs. We need a working environment that maximises the potential of modern technology to improve efficiency and enable delivery, supports flexibility and helps us work across departmental and physical boundaries.

Priorities:

- Ensure we have skilled people in the right places at the right times to deliver Government priorities, with a new approach to career management that meets business needs while also allowing people the opportunity to develop.
- Meet our goal of being up there with the best performing organisations by investing in skills - everyone who works for Welsh Government should get at least five days L&D a year.
- We will invest in our main location 'hubs' and our IT services to support modern work practices, protect jobs, improve joining up and reduce our carbon footprint. We will also engage people more effectively on flexible working to ensure we get best use from the space we have available.

Goal 3: Develop Excellent Leaders and Managers

You've told us through Fit for the Future and the People Survey that the quality of leaders and managers makes a critical difference to how successfully we can deliver in challenging circumstances. We need to ensure that managers understand what the organisation and their teams need from them and equip them to meet those expectations. We also need to develop our best people to be the senior leaders of the future.

Priorities:

- Greater clarity about what the organisation expects across the range of core management functions, with those expectations reflected in our learning programme and our arrangements for progressing people into leadership roles.
- A programme of learning that is responsive to our capability needs and provides the highest quality leadership and management training for people currently in management roles and for people aspiring to them.
- More support for managers in building high-performing teams and managing performance.

We will continue to engage people and work in partnership with TUS on the detailed implementation of these priorities.

Exhibition Hall

Throughout the day our main exhibition in the Lower Hall (ground floor) will feature:

- The big cross-cutting ministerial priorities from Programme for Government
- How we'll develop the 21st Century workplace and workforce we need to deliver for Wales in the future

The exhibition is open 9:30-17:00 and refreshments are available to purchase in the hall. The DG team will be holding a drop-in session in the Live Lounge area of the hall between 12:15-13:00 and will be making their closing comments 16:45-17:00.

Seminar and workshop programme

We've arranged a series of workshops aimed at helping us improve our skills and expertise, plus seminars from guest speakers. We've been taking advance bookings for each session via the **Fit for the Future** intranet pages. If you're already booked on, you'll find room details and timings below. If you're interested in attending any of the sessions under each time slot and haven't already booked, you can find out whether there are any spaces available by asking at the reception desk on the ground floor in the main foyer.

All seminar and workshop sessions are being held in rooms on the first floor.

Session 11:00-11:45

- What do we know about Wales? Jonathan Price, Ferrier Hall
- Social media: How to use it effectively Dr Paul Coulton, Lancaster University, Function Room D
- Coaching and Mentoring PSMW, Function Room C
- Engaging for Welsh Success Ceri Edwards / Mary Hughes, Function Room L
- Technology workshop Crispin O'Connell, Function Room B

Session 12:15-13:00

- What makes an organisation high performing? Ben Page, Ipsos Mori, Ferrier Hall
- Becoming a 21st Century bilingual organisation Emyr Roberts / Huw Onllwyn Jones, Function Room C
- Focusing on outcomes: the challenges of implementation Matt Jenkins, Function Room D
- Getting the best value for money Jonathan Price, Function Room B

Session 13:30-14:15

- Major Projects Authority: policy implementation Steve Mitchell, Cabinet Office, Ferrier Hall
- Expert Panel session on behaviour change Prof Ken Peattie, BRASS, Tom Crompton, WWF, George Marshall, COIN, Sara Giorgi, Brook Lyndhurt, Function Room D
- Welsh Government Intranet Toolkit: view and shape the changes Roland Allan, Function Room C
- Audience segmentation: how to use it to communicate effectively Jen Pride, Function Room L
- Presentation and Q&A by GoToMeeting to offices across Wales Michael Hearty / Bernard Galton, Function Room B
- How to be a motivational and inspirational leader Nigel Walker, Main Auditorium
(note time differs, 14:00-15:00)

Session 14:45-15:30

- Careers that count drop in session on changes to our career management approach, Peter Kennedy Ferrier Hall
- The next Spending Review Michael Hearty, Function Room D
- Learning lessons, monsters and trolls David Richards, Function Room C
- The Welsh Government Legislative Programme Claire Fife, Function Room L
- Performance and potential: making the most of your conversations PSMW, Function Room B
- What makes an organisation high performing? Ben Page, Ipsos Mori, Main auditorium
(note time differs, 15:00-16:00)

Session 16:00-16:45

- Expert Panel session on behaviour change Prof Ken Peattie, BRASS, Tom Crompton, WWF, George Marshall, COIN, Sara Giorgi, Brook Lyndhurt, Function Room D
- Embedding best practise in Programme and Project Management Kim Saboor, Function Room C
- The 'Lean' business improvement approach Tony Mizen, Function Room L
- Applying Delivering Results Principles Paul Webb, Function Room B
- Renewing the Welsh Government Civil Service DG Team, Main Auditorium
- A new dynamic / working better with Local Government Steve Thomas, WLGA, Ferrier Hall