



Parod at y Dyfodol

cefnogi Gweinidogion i gyflawni dros Gymru

Fit for the Future

supporting Ministers to deliver for Wales



Llywodraeth Cymru
Welsh Government

Applying the Delivering Results Principles

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The Delivery Challenge

**Financial resource
constraints**

**Utilising
primary
legislative
powers**

**Human
resource
constraints**

**Programme
for
Government**

**Need to
focus on
outcomes**

**Impact of UK
Government's
programme**

**Global economic
challenge**

The challenge to us



"For me, real value is about being absolutely focused on the outcomes we are achieving out there in the real world...Tell us the facts and set out the evidence that underpins the options"

First Minister



'With resources getting tighter we have to find ways to standardise and simplify what we do'

Permanent Secretary



*'Priority: Effectiveness
Ensuring more of what we do delivers better results for people in Wales'*

Enabling Government Framework





Delivering Results: a key value

Our challenge over the next five years is to improve what and how we deliver for the people of Wales. The strengthened focus on delivering results means the quality of support we give to Ministers has to be absolutely first class.

To help us achieve this, we have set out **five simple principles** for you to follow. The Delivering Results Principles are not a new way of working but are based on existing expectations and best practice.

The principles can be applied proportionately to the work you are doing to provide a thinking framework to get policy and delivery advice right first time.



Delivering Results: The Principles

Fit with the Government's programme and Ministerial priorities

Impact on the people of Wales and the supporting evidence

Cost of our investment

Mechanisms available to incentivise change

Management of the work



Applying the Principles to the Business Case

***Case for
Change***

Options

***Preferred
Option***

Implement

***Review &
Evaluate***

Business Case

Fit

Government's Agenda, Ministerial
Agenda & Priorities

Impact

External Impacts, External Costs & Value for Money
e.g Sustainability, Equality, Rights of the Child

Cost

Internal Impact Costs, Opportunity Costs,
Development and Implementation Costs

Mechanisms

Legislation, Grants, Capital Programmes,
Procurement, Partnerships etc

Management

PPM, Checkpoint, Manage knowledge, Business
Plan, Manage Risk, Manage Performance

Offer Director General Assurance

Delivering Results Checkpoints



In line with your DG's standing instructions, Checkpoints are designed to provide assurance that the policy proposal is being developed and implemented properly.



Checkpoints will allow policy leads to take stock of the business case as it is being built up, providing assurance that the Delivering Results Principles are being applied



Checkpoints test the robustness of the evidence base, ensuring engagement with the right people has taken place and the right impact assessments have been carried out



Proportionate application of the principles

For small policy initiatives or discreet elements of existing policies

An informal checkpoint review in which the policy lead completes and records an honest appraisal of the work.

Small policies that are clearly new initiatives

A more formal checkpoint carried out within line management or governance structures. This review will develop recommendations to address its conclusions.

Higher profile policy developments

Some level of independence or peer review is required for a higher level of assurance. The exercise will be supported by detailed conversations between the policy lead and a suitable experienced, independent reviewer.

Major policy initiatives

An independent panel or review team approach, which should include experts from required fields, for example Knowledge and Analytical Services or Legal Services and could involve external stakeholders and experts.



The evidence we need to deliver



We cannot *deliver results* without knowing and understanding *evidence*; evidence about the nature of the problem and evidence about the impact of our interventions.

Knowledge and Analytical Services exists to work with the rest of WG to maximise the impact of evidence, knowledge and information on decision-making, policy and delivery.

Knowledge and Analytical Services can help you by:

- Undertaking searches of existing information through the Library;
- Producing new economic or social research;
- Gathering and explaining statistical data; and
- Providing support to present your data through maps, charts and infographics.



The Delivering Results Group

Policy Integration
overview

Strategic Policy
Workshops



***Collegiate
ownership, local
application***

Policy Log

Monitoring use of
the principles

