

Fit for the Future Action Plan

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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.

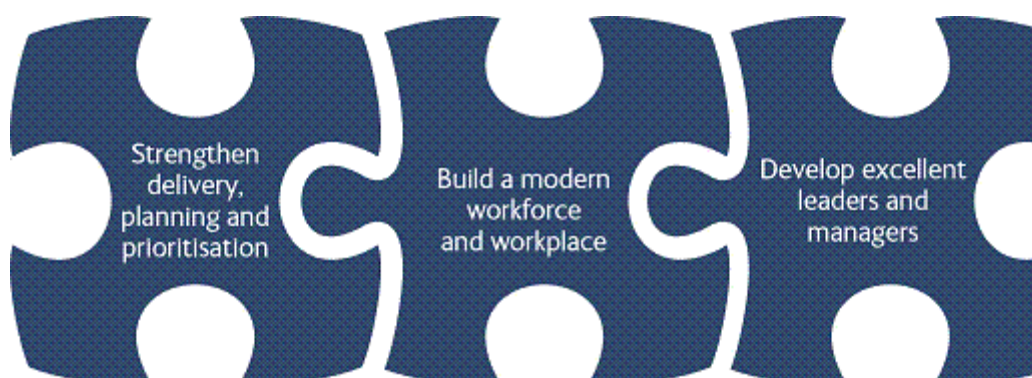
What is the Action Plan?

The Fit for the Future Action Plan sets out what we will do to renew the Welsh Government Civil Service so that we can deliver for Ministers and make a difference for people in Wales over the longer term. Although it is inevitably focused on the organisation, it's purpose is to better equip us to deliver the Programme for Government, working with our delivery partners to make more impact for the communities we serve. It focuses on three main improvement goals:

- Strengthening delivery, planning and prioritisation
- Building a modern workforce and workplace
- Developing excellent leaders and managers

Under each of these three improvement goals, we've set out three priorities for action that will help us achieve our vision of being up there with the best and make a bigger difference for Wales. Behind the three priorities you can see detailed actions that are either already underway or we will get underway this year. This isn't a short term plan – some of the areas for improvement will take several years before they are completed, others will be completed more quickly. DGs will report back on progress against our improvement goals three times a year so that we all know how close we are to our vision of becoming one of the best performing public sector organisations in the UK.

Use the diagram below to navigate around each of our three improvement goals



Goal 1: Strengthen delivery, planning and prioritisation

Click on the drop down boxes below to learn more about our priorities and the actions we're taking to achieve them

Strengthen our capability and capacity in the following key areas: legislation, policy development, financial management, programme and project management, core Civil Service skills

Actions:

1. Embed further actions, including improved training and governance, to drive up capacity and capability and ensure the successful delivery of the Legislative Programme. Legislative Programme Board set up to improve governance of the Programme reporting to First Minister, Permanent Secretary and Cabinet
2. Review and strengthen the policy and delivery learning and development programme
3. Establish new mechanisms to improve visibility, governance and delivery of large, complex projects and programmes.
4. Standardise and extend the use of best practice in Project and Programme Management (PPM) throughout the organisation as well as providing further training for SRO's - a role that brings essential accountability and outcome focus to delivery priorities.
5. Use the Improving Financial Management Programme to drive effective financial management, leadership and standards so that we can deliver better value for what we spend.
6. Develop an internal social media platform to encourage the voluntary sharing of information and skills in the short term while the People Project develops a long -term approach to skills recording for everyone. This will be part of a wider consideration of the potential benefits of using internal social media to improve performance within the Welsh Government.
7. Further embed the focus on delivery and outcomes by expanding support for teams to use the Results Based Accountability (RBA) approach to policy and delivery work. The Delivering Better Outcomes Project will develop a business case to propose how the progress made so far in using RBA to deliver the Programme for Government can be built on. Project partners will be consulted on this during the late summer/ autumn.
8. Continue embedding the Delivering Results Principles in our process for policy development and implementation advice to Ministers, using the cross-organisational Delivering Results Group to ensure effective implementation across departments and develop better approaches to policy integration such as the policy log and strategic policy workshops.
9. Develop our capacity to work as a 21st century bilingual organisation- working with DG areas to finalise and implement the recommendations of the Welsh

Language task and Finish Group.

Improve business and workforce planning to give people more clarity on priorities and expectations and help us move people and resources to where they can make the biggest impact

Actions:

10. Strengthen organisational planning to help everyone understand how all DG areas will contribute to the delivery of the Programme for Government, including the cross-cutting areas that cannot be achieved by one portfolio in isolation.

11. Introduce a Committee for Strategic Investment [from June 2012] to provide a corporate view, and advice to Ministers, on strategic infrastructure investment planning issues including project and programme appraisal, and innovative finance initiatives.

Make better use of our systems and investments, simplifying, standardising and reducing complexity to free people up for work that contributes to delivery

Actions:

12. Implement improved governance around our major investments, including SAP and iShare, to ensure the original benefits identified – both financial and cultural – are fully realised once systems or processes have moved into business as usual.

13. Drive up the quality of all grants management across the organisation, by strengthening the Grants Centre of Excellence and ensuring appropriate due diligence and monitoring is undertaken by accredited grant managers.

14. Use the Online Information and Services Programme (OISP) to improve operational efficiencies by standardising and streamlining processes and enabling more effective interaction between WG and its external customers and stakeholders.

15. Support a 'learning lessons' culture by encouraging and enabling the systematic and timely identification and sharing of lessons so we reduce the likelihood of major failures and improve the overall quality of outcomes.

16. Involve the whole organisation in reducing complexity and improving efficiency by using Re:New and other channels to engage people in tackling the issues that affect our ability to deliver better outcomes.

17. Empower people at all grades to get involved by improving our offer of support and training for innovation and continuous improvement.

18. Strengthen the measurement of outcomes in this area by tasking the Operations Group with a more active role in monitoring progress and ensuring accountability.

Goal 2: Build a modern workforce and

workplace

Click on the drop down boxes below to learn more about our priorities and the actions we're taking to achieve them

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

Actions:

1. Move, by April 2013, to a more integrated and managed system for deploying people which reduces the time taken for internal recruitment and ensures we have the right people in post to deliver government priorities. This will be achieved through the development of the Solutions model and will also address specific issues around filling specialist posts.
2. Improve the integration of the 9 Box Grid, Assessment Centres and talent management strategy so that a clear, holistic picture of performance and progression is available to all.
3. Provide further explanation and guidance and support on the 9 box grid to ensure consistency in the way managers use it across the organisation.
4. Make immediate improvements to the level of feedback available following Assessment Centre and intra-band progression arrangements panel interviews in time for the next tranche in September. Develop clear policy, guides and tools to support greater involvement of managers throughout the process in the longer term.

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

Actions:

5. Provide a route for quick, informed and comprehensive advice on the opportunities available under the Programme of Learning, and how to access them, by creating a full time Learning and Development advisor post in each DG area.
6. Work with managers to ensure everyone has the opportunity to undertake at least 5 days worth of development every 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

Actions:

7. Continue to deliver on the commitments set out under the location strategy including the introduction of flexible working environments across the

estate. Timely engagement will be undertaken with people affected by the rollout along with more detailed briefings and clarification of roles for those charged with gathering and representing the needs of the area being modernised.

8. All 'mission critical' ICT systems will be identified and reviewed to ensure high availability, performance and resilience. The existing traffic light system used for monitoring the performance of these systems will be made available on a regular basis.

9. Remote working reliability will be improved by addressing recognised issues with existing technology whilst also increasing our overall capability and flexibility in this area through the trialling of other devices that can be used at home and from remote locations.

10. Work on ICT blueprints will mean business planning and delivery priorities in DG areas will determine the technology needed for the operational delivery of the Programme for Government. This will help identify economies of scale and opportunities for increased collaboration through ICT systems.

11. Achieve the best possible balance between information governance and usability by continuing to review ICT security on a business need basis. This will include considering whether all parts of the business need to be bound by the GSI code of access and continuing to introduce new technologies that create the need existing policy to be challenged.)

Goal 3: Develop excellent leaders and managers

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

Actions:

1. Establish clear expectations around the management of people, money, legislation, policy & delivery, information and change by updating and drawing together guidance in these areas under an online 'Fit for the Future Toolkit'.

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

Actions:

2. Bring greater clarity to which learning and development opportunities are most relevant to specific roles by aligning the Programme of Learning to the expectations for core management functions as set out in the Fit for the Future toolkit. These opportunities will also be linked to the 9 box grid to better equip managers to have productive and honest conversations around performance management.

3. Continue to refresh the Programme of Learning every six months to ensure learning and development is responsive to organisational priorities with content that provide maximum value for our investment.

4. Continue to develop Welsh Government Leaders of the future at all levels of the organisation through a long term commitment to CULTIVAR and other accredited activities rooted in the requirements of the Programme for Government.

More support for managers in building high-performing teams and managing performance

5. Case Advice Teams in HR will help and support managers when dealing with under-performance and related issues. Current HR policy will also be reviewed to ensure that it provides the necessary backing for managers who look to address issues of poor performance quickly and robustly.