



Dear colleague

June 2019

Thank you for [taking part in joining](#) the round-table in March to discuss your ideas for the Welsh civil service and public services [in responding to the big challenges which lie ahead. I appreciated the care and thought which underpinned the contributions in a discussion which I found ~~the discussion~~ positive and stimulating.](#)

Prompted by those ideas, and discussion with the Permanent Secretary and Directors General, I have set in train a number of projects which I thought you would be interested to know about.

First, I have commissioned the Wales Centre for Public Policy to review the leadership development assets currently in place in Welsh public services, with a view to identifying options to enhance ambition and effectiveness. I want to take action to create a strong cohort of future leaders across our public services.

Second, I have agreed with the Permanent Secretary that she and her senior team will oversee projects, for example, to re-energise the single Welsh public service model, to embed social partnership across the Welsh Government, and make better use of Welsh Government land to achieve our objectives.

Third, I have identified a small number of priorities such as poverty, bio-diversity and mental health, which a Cabinet Minister with another portfolio will champion during the Budget process with a view to increasing the impact of our collective resources through cross-government action.

Fourth, my office is leading work to ensure delivery of my leadership manifesto, including short term initiatives which will set a tone and establish a dynamic for the longer term work, for example, widening opportunities for civil servants to experience public service delivery on the ground.

Fifth, I am establishing a Ministers-Civil Service Group to focus on how we develop the Welsh Government for the future and enable us to make the best of stretched staff resources. The Group will address issues such as the impact of Brexit on the organisation, and how to reform the process of advising Ministers and speed up delivery.

[These projects are underway now and I will be looking for practical outcomes soon.](#)

Thank you once again for your time and ideas.

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We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Mark Drakeford