

Doc 1 Government systems – note 23 January

Strengthening the capacity and capability of the Welsh Government civil service for a challenging environment: some external views

This is a summary of views of externals, on a Chatham House basis (contributors listed at the end). The views were extensive (on paper and in conversation) and this note only gives a flavour. The note has not been shared (yet) with contributors.

Contributors were pleased that the issue was now getting high-level political attention.

Many saw the impact of austerity, Brexit and the global political and economic turbulence as posing unprecedented challenges to the Welsh Government (WG) and threatening the trust of local communities in government. This made a fresh look at the governmental system all the more urgent.

Nearly all contributors endorsed the need for substantial change. There was a general consensus about the issues to be addressed in any reform agenda, although there were differences of emphasis and detail.

Although the presenting issue was the capacity of the civil service, much comment related to the government machine as a whole, the interactions between ministers and officials not just the performance of the civil service alone, and public services.

What are the issues ?

Many of the issues raised have surfaced variously over the years. They include:

- The lack of clarity about overall WG strategic priorities and associated weakness in the cabinet system, including the inter-action between ministers, SPADs and senior officials, in driving the collective priorities. The frequent default is silo working, the down-grade of inter-departmental working, short-term initiative-itis, and a focus on administering the system and process rather than driving change. A strategic approach to delivery was raised by many.
- The, at best variable, performance of Welsh public services (eg see Williams) linked to weakness in accountability for performance, internally (at both official and ministerial level), and in relations with delivery partners. Some contributors saw the relationships as too comfortable and the degree of challenge too superficial, lacking in bite. Relations with external delivery bodies were inconsistent in finding an effective balance between incentivising performance, local flexibility and shared thinking.
- The complex, hybrid nature of WG functions, incorporating both policy, delivery and regulation, was seen as both difficult to manage and a source of ambiguity about roles, responsibilities and relationships (eg NHS Wales). Some questioned whether the right delivery vehicles were in place for the job in hand.
- The devolved civil service was seen as patchy in quality: some high-calibre public servants but too many who were defensive, lacking in confidence, administrators rather than problem-solvers and sometimes lacking the necessary knowledge of the sectors in which they were engaging. The result was a very uneven quality of policy-making and follow-through to ensure delivery.

- Developing a cadre of public servants, in and out of the WG, with the skills and knowledge to respond to increasingly demanding challenges, and developing further the concept of the Welsh public service
- Combatting the downside of low staff turnover through action on recruitment and staff mobility
- Given the plethora of partnerships convened by the WG, there was a need to prioritise the most important and give those the significant political attention required (eg social partnership).

So, what might be done ?

- **Stronger cabinet collective working, supported by integrating mechanisms**
 - Most contributors argued for agreement of a limited number of Cabinet ‘corporate’ or ‘cross-cutting’ priorities with high potential impact backed by clear delivery plans. If these were owned collectively by the Cabinet and tightly monitored, they would drive behaviours at official level and in external public bodies. Too many priorities diffuses the focus and delivery.
 - Delivering these priorities would require underpinning support mechanisms. Some referred to the use of Cabinet committees, most argued for a central delivery function in the First Minister’s office which could be problem-solving as well as part of the accountability system. Analysis of practice across governments by the Institute for Government, the World Bank and others identifies different approaches to the role, design and working methods of such units and the key success factors. Some models are very internal-facing, others mix internal and external, either way getting their design right is essential.
 - One contributor argued passionately for the key role of the Permanent Secretary and her management board in this function and expressed scepticism about ‘delivery units’. Most argued for a strengthening of the FM’s (or possibly Finance Minister’s) office. The two approaches are not necessarily at complete odds with each other but clarity over roles and accountability would be essential.
 - One contributor referred to the importance of SPADs as a collective group which acted as an integrating mechanism in support of the overarching priorities rather than overwhelmingly pre-occupied with day-to-day handling (often in silo mode).
 - One contributor drew attention to the potential of the Public Leadership Group as an external integrating mechanism
 - The need for a sense of pace and urgency in the delivery of these priorities was raised by nearly everybody
- **Sharper accountability**

- Linked to this, most contributors referred to the need for a sharper approach to accountability for delivery as an alternative to the market forms of contestability. They argued that this needed to extend to ministers, in reporting to the FM, as well as officials and public services.
 - Accountability of external bodies and service delivers could be sharpened through periodic (annual) interrogation in depth, rather than micro-managing, maybe in public - two contributors pointing to practice in Scotland. The Williams report had identified a number of accountability issues which would benefit from revisiting.
 - Some argued for strengthening the emphasis on quality alongside quantitative metrics, and closer engagement in helping bodies understand and respond to the WG's agenda.
 - Contributors noted the difficult balance between rigorous accountability and support/engagement in relation to external bodies. How to strike balance needed the development of an articulated common practice across the WG.
- **Improving policy-making**
 - One contributor argues for the greater use of the well-regarded WG economists unit in the formation of policy where departments are struggling. This was about the intellectual capacity within the unit and also the need for stronger economic interrogation of policy proposals and value for money.
 - Others referred to the need to find ways of giving relevant officials more headroom, through less pre-occupation with 'feeding the beast' and ritual compliance, for work on policy, its implementation and follow-through.
 - Some areas of weakness in policy expertise, such as social partnership, needed to be filled through recruitment or secondment. Civil servants needed to have a clearer grasp of how the spheres in which they were engaging (eg external labour markets and services) functioned on a day-to-day basis.
 - There is now a much greater flow of external analysis into the WG (think tanks, WCPP, universities etc) but less evidence of its impact and outflow. Contributors argued for a more open engagement between officials and external analysts in interrogating research and its implications and improving future quality and relevance of research. Commissioned research needed to focus more on strategic priorities. This linked to WG officials becoming more intelligent customers for external analysis.
 - One contributor drew attention to the Economic and Social Research Institute in the Republic of Ireland as an external powerhouse which worked independently but was seen as a go-to source. They argued the need for an equivalent in Wales.

- Some contributors warned of an over pre-occupation with formulating new legislation, expensive and potentially burdensome, and the need to think more creatively about other, forms of policy intervention and the use of soft power to achieve change.

- **Functions**

- The Welsh Government had accrued functions in a fairly haphazard way. It was now a highly complex organisation with a wide range of policy, delivery and regulatory functions all of which had distinct characteristics requiring different skills, kinds of decision and accountability.
- Some contributors saw current arrangements as not always fit-for-purpose as well as unwieldy. They argued for the need for an underpinning rationale which could at least guide future decisions about new functions, where they should sit and what kind of entity they should be.
- Several referred to the proximity of NHS Wales and the Health & Social Services Department as a particular example of ambiguity.
- There were a number of comments about the governance of city regions programmes and also the delivery vehicle for the south Wales metro.
- There were many comments/ concerns about local government – but these largely reflected previous discussions.

- **Welsh public service**

- The need to revisit and revive the concept was raised by a number of contributors as being an essential element in building the cadre of public servants needed for the future.
- A key element was a high quality, possibly immersive, development programme for high-potential and senior officials which, as well as challenging them intellectually, exposed them to a wide range of experience of other service and economic sectors and built up lasting connections across public services. The activities of Academi Wales were understood to be well-regarded but their depth and ambition not at the scale required. There were many examples of programmes elsewhere in the UK and internationally to inform the design. Some contributors referred to engagement with Welsh universities and their management departments.
- Although there were barriers in relation to terms and conditions, more could be done to promote the flow of officials across government and services.
- Low staff turnover remained a challenge to refreshing the workforce : contributors argued for a fresh approach to recruitment and engagement by senior managers so

that new entrants were chosen for their development potential as well as fitness for the immediate job in hand.

- **Partnerships**

- The WG has grown a wide range of partnerships and advisory arrangements. There were good arguments for an audit to identify those adding value, not least to ensure that good use was made of the time of those participating.
- Making those which were seen as strategically important, such as social partnership for example, work effectively required senior political and official engagement. There were clear signs of frustration about lack of energy and conclusions which were not followed through.

Final comments

These views came from an informed but not diverse group, perhaps reflecting the fact that diversity at senior levels in Welsh society still remains an issue. There will be other external perspectives.

There has been a substantial history of 'better government' programmes in the UK and elsewhere. Success depends on sustained engagement at the most senior levels in government over a period of years. Some contributors argue that improving the governmental system is the one of the most important, if unglamorous, legacies which this administration could leave and point to the range of evidence and people with experience who might help. But most would acknowledge the effort required.

Any follow-up is a matter for the FM. One possibility is a round-table to enable the ideas to be explored. There will be a need for some form of feedback (from me or others) to contributors who will be eager to know the response. I am happy to help in this as needed.

Redacted Section 40

January 2019

Redacted Section 40

Doc 2 – round table background note

IMPROVING THE MACHINERY OF GOVERNMENT IN WALES

A background note to support roundtable discussion between the First Minister and external observers, March 2019

Introduction

The roundtables are informal discussions to contribute to thinking by the First Minister about practical actions to strengthen the machinery of government in Wales and equip it to respond to the unprecedented economic and social challenges ahead.

We suggest that the Chatham House rules are observed - participants are free to use the information received, but neither the identity of the speaker(s), nor that of any other participant, should be revealed.

Each round table will comprise: 5 - 6 external participants, the First Minister; Redacted Section 40 from the Office of the First Minister. The discussion will be facilitated by Redacted Section 40

Given the limited time, participants should assume that the First Minister is aware of the direction of their thinking and are asked to focus on the themes below, the practical actions needed and the associated critical success factors.

Background

Redacted Section 40 undertook informal conversations with participants in December 2018 and January 2019, in some cases supported by written papers or notes. These revealed a broad consensus about the issues which needed to be addressed although there were variations in emphasis and the nature of the actions proposed.

Many of the issues raised can be summarised as:

- Injecting urgency and high performance – including the streamlining of systems, more rigorous accountability and a less defensive culture;
- Building the cadre of public servants needed for the future, with a more strategic approach to recruitment and professional development, and an actively managed flow of people across sectors, to gain real-world expertise and experience;
- Putting fresh energy into joining up around the government's priority cross-departmental outcomes;
- Improving policy design and implementation, through mobilising problem-solving capacity and expertise in and outside government;
- Reassessing delivery structures and relationships (roles and responsibilities) between government and delivery bodies.

Agenda

The issues are wide-ranging and time is limited. It would be very helpful for the roundtable to advise on:

a) the most important practical actions which could be taken and

b) the associated factors which would be critical to their successful implementation.

We are suggesting three possible areas for discussion:

The Welsh public service

Used here to mean government and public services operating as an integrated whole towards a shared set of outcomes (or common purpose), engaging civil society as well as the public sector. Elements might include:

a more strategic approach to developing the workforce: recruitment, secondments and other forms of exchange, development programmes, broadening experience etc;

building more interactive and fruitful relationships with external sources of expertise;

revitalising social partnership;

effective relationships between government and delivery bodies.

Urgency

Cutting through unnecessary process, moving beyond pre-occupations with compliance, building accountability arrangements which are aligned with the need for pace, creating a less defensive culture.

Integration

Creating the mechanisms and working practice at cabinet and official level which can drive actions on the government's key cross-cutting outcomes.

Proceedings

Welcome and introduction – Redacted Section 40

Introductory comments – First Minister

Open discussion theme by theme

Concluding remarks

Redacted Section 40

February 2019

Doc 3 Note of 6 March roundtable meeting

Improving the machinery of government in Wales

Roundtable between the First Minister and external observers, Ty Hywel, 6 March 2019

Present:

First Minister

Redacted Section 40

The discussion focused on the analysis in Redacted Section 40 background paper. It was agreed that the record should focus on the practical actions suggested for strengthening the performance with a focus on:

- Re-energising the Welsh public service model
- Injecting greater urgency into decision-making and innovation
- Integration across government.

Political leadership

1. The First Minister and Cabinet should articulate the priorities for delivery up to the next election, and define how performance will be evaluated.
2. The Cabinet should provide leadership (a guiding intelligence) for cross-government delivery of these priorities.
3. The First Minister should establish a model of distributed leadership that ensured all Ministers were visibly working as a team to deliver these collective priorities.
4. The Welsh Government should not be identified just with the First Minister, but it was important for devolution that the FM had a high profile and clear message that resonated with the public.
5. The Minister for International Affairs role was a welcome innovation that should be capitalised upon.

Culture and practice

6. The Welsh Government should be bold in defining what it wanted to achieve, putting the right capacity in place to implement it and accepting that not all projects will succeed.
7. The WG should pay more attention to follow through of good ideas, to implementation of legislation and avoid diffusing impact by spreading effort too thinly.

8. The WG should be open to fundamentally changing its modus operandi eg on workforce and partnership issues, and avoid the tendency to absorb new ideas into existing ways of working.
9. The WG should bring more coherence to its relationship with external agencies, remove micro-management, and work with them to achieve major shifts in outcomes eg on public health.
10. The WG's Executive Board should demonstrate ownership of organisational performance against a clear set of metrics and individual accountability.
11. Concerted effort was needed to simplify systems, to free up effort for delivery.

Capacity to support change

12. In some cases, specific external expertise should be brought in to deliver big projects, or consideration given to arm's length delivery models.
13. Within Welsh Government, specific central capacity was needed to support the First Minister in achieving change. Further consideration was needed to the purpose, function and modus operandi of this capacity – options included delivery or policy unit models (which had had mixed success in Whitehall), or a flying squad to enhance capacity in particular areas, and overcome resistance to change.

Strengthening the civil service

14. The Welsh Government should pay more attention to recruitment - recognising that people are the critical resource.
15. The WG should commission an intensive development programme for senior leaders. A shift was needed away from acceptance of current performance, to greater urgency and ambition. Previous initiatives had been underpowered.
16. WCPP was a good initiative and its impact should be enhanced.

Next steps

The First Minister thanked participants for their contribution – the discussion had helpfully crystallised the thinking that began with his leadership campaign. He would be taking forward these ideas within government and would keep participants informed.

Doc 4 – note of 20 March roundtable meeting

Improving the machinery of government in Wales

Roundtable with the First Minister and external observers, Ty Hywel, 20 March 2019

Present:

First Minister

Redacted Section 40

The context for the discussion was the analysis in Redacted Section 40 background paper. The First Minister noted that the case for change was fully recognised and suggested that discussion would most helpfully concentrate on practical actions for strengthening the performance with a focus on:

- Re-energising the Welsh public service model
- Injecting greater urgency into decision-making and innovation
- Integration across government.

Actions and approaches suggested by the external observers, individually and in discussion, included the following.

Cross cutting decision-making

1. Recognising that the scale and context is very different, the UK Cabinet Office was an example of very structured decision making, with the civil service responding to political agendas set by Ministers and supported by well resourced, senior machinery, designed to identify and manage cross-government interests.

Project led approaches

2. Work with the Basque country provided examples of an action-research approach where government worked with stakeholders to solve practical challenges. There were examples of encouraging approaches in Wales, on similar lines, for example the Affordable Housing Supply Review which had re-energised civil servants and housing professionals in the search for solutions, including the way we manage public land.
3. This approach could be applied to other priorities such as changing the model of adult social care.
4. The Bevan Commission exemplars programme included examples of individual leadership of change projects, some making a real difference. The challenge was to create the right support structure around individual innovations, and more widely to create a cadre of public servants capable and motivated to work in new ways.
5. Carmarthenshire Public Service Board's work on the food supply chain was innovative and generating learning for other PSBs.

Structural change

6. Different issues raised different implementation challenges – in the area of public procurement for example, there were a number of different agencies with a particular culture, prioritising short term financial outcomes. Officials want to do the right thing but were prevented by current culture and rules. Creating a new agency could unlock this.

Capacity and capability

7. The Cardiff MPA programme was an example of public service leaders from across sectors learning together on a sustained basis, with space from the day job, giving them access to academic frameworks and interactive learning.
8. Creating a more permeable public service, with civil servants and wider public service colleagues routinely exposed to each other's worlds and challenges, should be a high priority for Wales. There were already good examples, but there was scope for Wales to lead the way on this.
9. We have a number of leadership development agencies – there was a case for a new anchor institution to step up the quality and intensity.

System leadership

10. The Welsh Government could not do everything. What WG enables others to do is crucial. Local government and other partners should take responsibility for variable performance in their domains.

Prioritisation and support

11. There was a need to redefine priorities as projects or programmes, to ensure sustained focus and discipline, and more attention to the implementation challenge, including identifying what is blocking change.
12. We should avoid over reliance on pots of money to lever change, and pay more attention to capability and structural issues.

Culture

13. The First Minister should set the tone of citizen-focused, distributed leadership.
14. Unlocking creativity across the Welsh public service, and reducing compliance requirements should be a key theme.
15. We should be impatient for improvement, but avoid a deficit model. Others look to Wales because we have chosen not to adopt marketization models, and we have many positive examples to celebrate.

Next steps

The First Minister thanked participants for their contribution – the discussion had helpfully developed the thinking that began with his leadership campaign. He would be drawing on these ideas and would keep participants informed.

Doc 5 – strengthening the machinery of government

Strengthening the machinery of government : practical actions to improve the way that the Welsh Government functions and engages with public services, partners and the public in responding to fundamental social, environmental and economic change.

1. The Welsh Public Service

Re-energise the concept of a Welsh Public Service to better realise the potential for mobilising expertise, operational know-how and policy expertise from across organisations, sectors and partnerships to improve citizen outcomes.

- Review and, as necessary, re-think the existing array of leadership and skills programmes, in the context of current and future needs, to deliver system-wide impact on the capability of our public servants, drawing on the best practices in other administrations as well as Wales;
- Establish a more purposeful approach to promoting permeability of staff and ideas across public bodies through inward and outward secondments, and problem-solving projects (drawing on existing good practice) bringing together civil servants, front-line staff, academics and experts to build practical responses to challenges.
- Exploit more effectively the knowledge generated through internal and external sources of research and analysis across government and public services to improve decision-making, practice and public engagement, supported by smarter commissioning.
- Initially focussed on social partnership, review how to make more of the potential of our partnerships and forums to make an impact on policy and decision-making.

2. Urgency

Streamline governmental processes wherever possible and promote a shift in culture to be less defensive and more open.

- Review existing decision-making flows within government to speed them up and the potential for a more contingent risk-based approach to compliance checking
- Have delivery plans in place for key government priorities and associated monitoring and accountability arrangements
- Develop a more systematic approach to assessing the implementation of major policy initiatives on the front-line, identifying and overcoming blockages and ensuring effective communication and feed-back loops with front-line teams

3. Integration

Improve the decision-making and implementation on Welsh Government cross-cutting priorities

- Assign a team, probably located in the FM's office, to support ministers in delivering on a limited number of cross-cutting priorities where outcomes depend on action in several departments, ensuring that the lead minister (or Cabinet) has the information necessary for

decisions, stimulate thinking about the scope for action, identify action to improve the delivery system and understanding of the policy.

- Develop a framework for building an understanding of citizens experience into policy formulation and service delivery

Doc 6 – reflections paper

Strengthening the machinery of government

Some thoughts stimulated by the round tables

Political engagement

1. Sustained political engagement will be essential to any reform programme. Public servants will be looking for signs that this is not just another management initiative, of which there have been a few. This might not need a minister for the civil service but it would need someone to take a continuing interest. The role of the Perm would be central but not exclusive – see below.

Spreading Welsh Public Service ownership

2. Re-energising the Welsh Public Service needs ownership beyond the Welsh Government. The leaders of local authorities, chairs of boards etc need to be engaged through the various forums (Public Services Leadership Group, Local Government Partnership council, etc) and senior public managers involved in the thinking. Role for Public Service Boards here ?

A public value framework – or equivalent

3. As well as a set of tools and techniques (secondments, development etc), the Welsh Public Service concept would be all the stronger if it was driven by a shared focus on citizen outcomes and value for money. There are various examples but the new HM Treasury *Public Value Framework* accentuates the need for continuing dialogue with citizens, service users, delivery bodies and non-governmental sectors to deliver outcomes. But it would need a focus – see below.

Fusing the Welsh Public Service and integration priorities

4. Strengthening integrated action across departments on key WG cross-cutting priorities (a themes of the round tables) will have a Welsh Public Service dimension to connect WG action to the front-line. A Welsh Public Service initiative could include a focus on these cross-cutting priorities – although the interface with public service boards would need working out.

A central unit

5. There would need to be a co-ordinating, catalysing engine at the heart – supporting ministers within the Welsh Government and working with the Welsh Public Service as a whole. This has to be outward facing and focussed on particular outcomes . It would need to work within the context of programme management disciplines.
6. ‘Innovation’ as a term is overused but a central unit which encouraged ‘skunk works’ and other modes of problem-solving would send strong signals across the system. It could also become a point of connection with external innovators such as Y Lab, Nesta and others

Developing skills and competences

7. Building the cadre of public servants for the future featured in the round tables, with an emphasis on high-potential officials and immersive programmes such as the Ecole Nationale.

This might be seen as expensive and limited in impact: the issue and opportunity is wider. A point about the lack of modelling expertise suggests the need for an assessment of future expert skills requirements and how they will be secured: eg modelling and economic appraisal for policy, digital systems and services, commercial and procurement practice, legal etc.

8. There is a real opportunity to mobilise existing development resources (across government and universities in Wales and beyond) around a common development agenda. This needs an initial mapping exercise and connecting to the Welsh Public Service agenda. There might be a case for some form of high-potential development but any strategy needs to respond to energy and enthusiasm more widely.

Structures

9. The round tables surfaced a number of points about structural change – such as a Metro Delivery Authority, separating NHS Wales from the Welsh Government and consolidating national procurement functions. We did not explore these in any depth – is there any appetite to explore ?

Communication

10. We tend to underestimate how much effort on communication is required to promote awareness on the front-line of government policy and priorities. If there is to be a push on the above, it will need a good communications plan beyond any initial speech or statement .

Redacted Section 40

March 2019

Emails in scope of release

From: Redacted Section 40
Sent: 07 March 2019 16:58
To: Redacted Section 40
Cc: Redacted Section 40
Subject: Note of 6 March round table and arrangements for 20 March one

I attach the draft note of yesterday's round table which I've agreed with Redacted Section 40. It would be helpful to have any amends by tomorrow ps so that I can put a consolidated version to the FM.

The second one is on 20 March, again at 11, and we've put a slot in the FM diary at 2.30 that day to discuss next steps – Redacted Section 40 -ps could you check this works for Redacted Section 40 and if not liaise with Redacted Section 40 re alternative – ideally the same day which is easier for Redacted Section 40

Thanks

Redacted Section 40

[See document 1 above for information contained within attachment](#)

From: Redacted Section 40
Sent: 07 March 2019 20:37
To: Redacted Section 40
Cc: Redacted Section 40
Subject: Re: Note of 6 March round table and arrangements for 20 March one

Thanks Redacted Section 40 Good summary of points made, nothing useful to add.

No doubt we'll discuss all this with FM in due course but can I just register my quite strong view that only the FM can meaningfully act as "minister for the civil service" (para 17).

Cheers

Redacted Section 40

From: Redacted Section 40
Sent: Thursday, March 7, 2019 5:00 pm
To: Redacted Section 40
Cc: Redacted Section 40

Subject: Note of 6 March round table and arrangements for 20 March one

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Thanks

Redacted Section 40

[See document 1 above for information contained within attachment](#)

From: Redacted Section 40
Sent: 28 March 2019 17:05
To: Redacted Section 40
Cc: Redacted Section 40
Subject: FW: Some reflections from Redacted Section 40 on the roundtables

Hi – to see useful note from Redacted Section 40

Redacted Section 40

From: Redacted Section 40
Sent: 27 March 2019 10:05
To: Redacted Section 40
Subject: Some reflections

Hi

This will not be at the top of your list amidst all the current noise, but here are a few personal reflections arising out of the round tables. I am happy to expand if there is any interest.

I cannot remember what we said about writing to the round table attendees – but something will be necessary. Best from the FM's office, I think, but happy to do it if necessary. I am meeting Redacted Section 40 next week to bring her up to speed but I have not contacted Redacted Section 40 yet – I will.

Let me know if I can be of any further help

All best

Redacted Section 40

[See document 5 above for information contained within attachment](#)

From: Redacted Section 40
Sent: 06 March 2019 19:09
To: Redacted Section 40
Cc: Redacted Section 40
Subject: actions from 6 March round table

Hi Redacted Section 40 as promised I attach a draft note of actions from today's meeting.

Grateful for your amends first and I will then circ to Redacted Section 40 for comment before showing to FM.

Thanks

Redacted Section 40

See document 1 above for information contained within attachment

From: Redacted Section 40

Sent: 07 March 2019 16:58

To: Redacted Section 40

Cc: Redacted Section 40

Subject: Note of 6 March round table and arrangements for 20 March one

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Thanks

Redacted Section 40

See document 3 above for information contained within attachment

From: Redacted Section 40
Sent: 22 March 2019 12:06
To: Redacted Section 40
Cc: Redacted Section 40
Subject: RE: note of 20 March round table

Hi

I have thrown together some thoughts for a 1-sider for you and other to have a go at – it needs improving. To note:

1. I have avoided specifics such as identifying Mental Health as a key cross-cutting issue – you will all have a better feel for what should be on a list than I do.
2. OUT OF SCOPE
3. On taking this forward, the role of the Perm is clearly critical but I think this should not been seen simply as internal WG stuff. If a programme emerges, it would be important to engage others within public services and maybe some of our externals. Not sure how best done....Also, we should not underestimate the comms challenge in getting the message across to public services.

I will put together some reflections over next few days

Redacted Section 40

From: Redacted Section 40
Sent: 20 March 2019 18:47
To: Redacted Section 40
Cc: Redacted Section 40
Subject: note of 20 March round table

Hi- here's my attempt at a note of today – most grateful for your amends before I put to FM. I wasn't sure about the headings – the structure wasn't as easy as the last one, so most grateful for your thoughts!

Thanks

Redacted Section 40

See document 4 above for information contained within attachment

From: Redacted Section 40

Sent: 27 March 2019 10:05

To: Redacted Section 40

Subject: Some reflections

Hi

This will not be at the top of your list amidst all the current noise, but here are a few personal reflections arising out of the round tables. I am happy to expand if there is any interest.

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Let me know if I can be of any further help

All best

Redacted Section 40

See document 3 above for information contained within attachment

From: Redacted Section 40
Sent: 01 July 2019 15:25
To: Redacted Section 40
Cc: Redacted Section 40
Subject: Follow up to round table

Hi Redacted Section 40 I'm sorry it has taken us so long to follow up on the round table discussions: there has been some progress, and I now attach a draft of an update letter for the FM to send to participants.

Does this seem ok? – as ever, your comments gratefully received before we put to the FM.

Redacted Section 40

[See PDF attachment 1](#)

From: Redacted Section 40
Sent: 03 July 2019 10:20
To: Redacted Section 40
Cc: Redacted Section 40
Subject: RE: Follow up to round table

Thanks Redacted Section 40 Sorry for the delay in responding, have been busy on our Redacted Section 40 conference which happened yesterday.

I have tracked a couple of suggestions for the opening para. I have added in a sentence at the end which is about urgency/pace – the wording may not be right but I think that the point needs to be made somehow.

Hope helpful

Redacted Section 40

From: Redacted Section 40

Sent: 01 July 2019 15:25

To: [Redacted Section 40](#)

Cc: [Redacted Section 40](#)

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Redacted Section 40

[See PDF attachment 2](#)

From: Redacted Section 40

Sent: 21 March 2019 18:22

To: Redacted Section 40

Cc: Redacted Section 40

Subject: RE: note of 20 March round table

Thank you, that is much better. I'm sure FM will welcome both a. and b.- very many thanks.

Redacted Section 40

From: Redacted Section 40
Sent: 21 March 2019 16:08
To: Redacted Section 40
Cc: Redacted Section 40
Subject: RE: note of 20 March round table

Thanks Redacted Section 40 Yes, more difficult this time. I have had a go – aiming to tie it back to the 3 headings of integration, Welsh public service and urgency. But you may not think it works. The numbering has gone completely awry, apols.

My plan is a) to come up with a one-sider for you to consider which summarises the agenda we have been developing and b) a separate note giving my reflections. Let me know if you think either superfluous.

Regards

Redacted Section 40

From: Redacted Section 40
Sent: 20 March 2019 18:47
To: Redacted Section 40
Cc: Redacted Section 40
Subject: note of 20 March round table

Hi- here's my attempt at a note of today – most grateful for your amends before I put to FM. I wasn't sure about the headings – the structure wasn't as easy as the last one, so most grateful for your thoughts!

Thanks

Redacted Section 40