

Dr Andrew Goodall
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Mark Isherwood MS
Chair, Public Accounts and Public Administration Committee
Welsh Parliament
Cardiff Bay
CF99 1SN

10 February 2025

Dear Mr Isherwood

**Public Accounts and Public Administration Committee – Welsh Government
Annual Report and Accounts 2022-23**

Following the publication of the Public Account and Public Administration Committee's report on the Scrutiny of the Accounts for the Welsh Government 2022-23, please find attached, the response to the recommendations made in the report.

Yours,
Andrew Goodall

Dr Andrew Goodall
Ysgrifennydd Parhaol/ Permanent Secretary
Llywodraeth Cymru/ Welsh Government



Parc Cathays • Cathays Park Ffôn • Tel 0300 025 6935
Caerdydd • Cardiff PS.PermanentSecretary@gov.wales
CF10 3NQ Gwefan • Website: www.gov.wales

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Scrutiny of Accounts: Welsh Government 2022-23

Welsh Government response to the Public Accounts and Public Administration Committee report

10/02/2025

Summary

The Public Accounts and Public Administration Committee as part of its annual Scrutiny of Accounts work programme held an evidence session on 20 March 2024 on the Welsh Government Consolidated Annual Report and Accounts 2022-23 and laid its' subsequent report on the 17 December 2024.

The report included 16 recommendations for the Welsh Government. This document is the Welsh Government response to those recommendations.

Contents

	Page
1. Introduction.....	3
2. Recommendations.....	4
- Recommendation 1.....	4
- Recommendation 2.....	4
- Recommendation 3.....	4
- Recommendation 4.....	5
- Recommendation 5.....	6
- Recommendation 6.....	6
- Recommendation 7.....	7
- Recommendation 8.....	8
- Recommendation 9.....	8
- Recommendation 10.....	10
- Recommendation 11.....	10
- Recommendation 12.....	11
- Recommendation 13.....	12
- Recommendation 14.....	13
- Recommendation 15.....	14
- Recommendation 16.....	15
3. Annex 1.....	17

1. Introduction

The Public Accounts and Public Administration Committee report contained sixteen recommendations.

- 1.** The Welsh Government thanks the Committee for their Scrutiny of Accounts report and has given due consideration to all recommendations made.
- 2.** All recommendations apart from part of recommendation 9 have been accepted by the Welsh Government.

2. Recommendations

Recommendation 1

We recommend that the Welsh Government publishes its timetable for the 2024-25 Accounts once it has been agreed with Audit Wales.

Accept

Welsh Government officials apologise to the Committee for this omission for the 2023-24 timetable. Desk instructions have been updated to ensure the 2024-25 and future years' timetables are published once agreed with Audit Wales.

Recommendation 2

We recommend that the Welsh Government provide the Committee with an update about the preparation for, and approval of, the business case for a replacement finance system, together with information about the plans and associated potential costs if the business case is not approved.

Accept

The Strategic Outline Business case for the replacement of our finance system, which also covered our HR system, was agreed at ExCo in August 2024. Work is ongoing to develop the outline and full business case and as part of that we are developing a roadmap for all our key corporate systems. This will ensure we have a comprehensive systems plan and manage the range of system risks.

The roadmap and business cases will be developed in 2025 so that the forward investment plan can be built into the budget for the 7th Senedd. The business case will look at the range of options and highlight the costs and risks of not investing in the system infrastructure of Welsh Government.

Recommendation 3

We recommend that the Welsh Government provide to the Committee, ahead of the scrutiny of the 2023-24 Accounts, an update about its plans to bring forward its accounts sign-off to September.

Accept

Welsh Government works each year as part of audit planning with Audit Wales to consider the Welsh Government timetable for Accounts in the context of;

- the wider public sector audit landscape in Wales,
- developments in financial reporting requirements,
- creation of or changes to existing public sector bodies and their classification,
- changes to auditing standards (such as ISA315 and ISA600) or the Auditor General Code of Audit Practice,
- progression of the alignment project to ensure the correct ONS classification and designation of Welsh Public sector bodies,
- changes in the scope or complexity of the Welsh Government Group Account.

For 2024-25 this includes considering the full implementation of ISA600 Group Accounts auditing standard, the Quinquennial Valuation of the Strategic Road Network, the Quinquennial Valuation of Welsh Government Estate, a new process for the valuation of the Student Loans portfolio under a Service Level Agreement with the Department for Education, further developments in the three MIM projects as they progress, the ONS classification of Tfw Fibre Limited and GCRE Limited, preparation for the implementation of IFRS17 Insurance Contracts across the Central Government sector from 1 April 2025, and preparation for the implementation of new guidance on non-investment asset valuation from 1 April 2025 further to a major thematic review by HM Treasury.

A dialogue has been maintained on the aim of putting a three-year plan in place to bring the signing of the Accounts earlier, however given the need to operate in the context noted above, as yet a formal plan specifying planned laying dates for the next three years is not in place.

Further discussions will take place between Audit Wales, the Welsh Government ARAC and key Welsh Government officials (including those responsible for the NHS Accounts in Wales) in Spring 2025.

Recommendation 4.

We recommend that the Welsh Government should collate and maintain a list of bodies from which it is able to procure services using the 'Teckal exemption' or a list of contracts procured through that route and once completed, it shares this with the Committee.

Accept

The Welsh Government publishes a listing of the 269 public bodies in Wales [Organisations | GOV.WALES](https://www.gov.wales/organisations). This list can be filtered to identify 15 Welsh Government owned companies to whom a 'Teckal' exemption should apply.

Local Partnerships are not a Welsh Public Body and are not a wholly owned Welsh Government owned company and as a result do not appear on this listing.

From February 24th 2025 new procurement legislation (The Procurement Act 2023) will apply to public procurement within Wales. The 'Teckal' exemption will cease in its current form but will be replaced by a 'vertical arrangements' exemption, which shares the many of the characteristics of the 'Teckal' exemption.

Further to the public procurement changes arising from the Procurement Act (2023) coming into force, Welsh Government will introduce guidance on the application of the 'vertical arrangements' exemption for staff. This will include an appendix identifying bodies in scope of the 'vertical arrangements' for Welsh Government over and above wholly-owned Welsh Government companies. At this moment in time, the only body this would apply to is Local Partnerships.

Recommendation 5.

We recommend the Welsh Government should share with this Committee information about its use of Local Partnerships, including expenditure incurred, a list of contracts and the nature of the services/work procured under them.

Accept

Information about Welsh Governments use of Local Partnerships LLP as requested by the Committee for the financial year 2022-23 covered in the Committee's scrutiny report and the subsequent 2023-24 financial year is included at Annex 1.

Recommendation 6.

We recommend that the Welsh Government confirms the criteria it adopts for publishing decision reports and why such a report was not published when it decided to acquire a 5 per cent share in Local Partnerships.

Accept

The criteria Welsh Government adopts for publishing decision reports is that a report is required for Ministerial Advice where a Minister makes a substantive decision, that is not essentially administrative in nature (e.g. to publish a statement or report, to move monies between budget lines below that set out in the published Budget). Guidance around the criteria for Decision Reports is included within the template officials use for Ministerial Advice.

Welsh Government acknowledges it was an oversight to not have published a report when the decision was made in 2017 to acquire a 5 per cent share in Local Partnerships LLP. Welsh Governments' ownership stake in Local Partnerships LLP has been disclosed in the public domain within the LLP accounts since the 2017-18 financial year.

Recommendation 7.

We recommend the Welsh Government confirms whether it procures consultancy services and other project work through Single Tender Action, and if so, provide details about the cases in which it has done so.

Accept

The decision to secure resource through arrangements other than the Welsh Governments core civil service will be taken following careful consideration of our internal capacity and capability. Where there is a need for additional capacity for core capabilities for temporary projects or programmes, we are able to bring in temporary resource through inter-government loans; agency staff or fixed term contracts. Directors General, with advice from HR and Finance, will take decisions on the need to bring in temporary resource through these arrangements with assurance from the HR Director that external recruitment is the appropriate resourcing option.

We are driven by best value and effectiveness in resourcing functions - where there is short term work and/or a need for highly specialist skills the most effective model will be to contract this work from external partners - these might be eg consultancies, employment agencies, legal firms.

We have various routes to secure these services depending on what the most efficient model would be, e.g. framework contracts and managed services. These include Hays Recruitment Services (called-off from the Temporary Workers & Supply Teachers - Reference: WGCD-PCS-119-22, a Welsh public sector wide framework), and any contract under 'G-Cloud 13' frameworks and Crown Commercial Services Frameworks. On occasion more specific arrangements may be utilised when existing options are unable to source the bespoke requirement, subject to appropriate procurement rules.

We look to continuously improve our delivery models and where there is a sustained demand for specialist external support we consider the potential for increasing in-house capacity to save money: we have done this recently with commercial legal support and further to consultation are in the process of introducing a Digital, Data and Technology pay framework with the intention of reducing demands for specialist IT contractors.

Recommendation 8.

We recommend that the Welsh Government provide information to the Committee about the areas in which it has identified skills and capacity pressures with its workforce and explain how it plans to address them, including explaining how resources will be reallocated and prioritised to meet these pressures.

Accept.

The Welsh Government continues to align skills and capacity to Cabinet priorities, ensuring our resources are aligned towards delivery. Directors General and their Directors have responsibility for prioritising resource alignment, with resourcing pressures escalated to our Priority Resourcing Panel (a sub-committee of the Executive Board).

Through the Welsh Government 2025 change programme there has been a focus on building capability including:

- reshaping our induction programme to upskill new talent joining the Welsh Government.
- developing our corporate learning programme to continue to invest in developing core civil service skills including in-demand skills across digital, data and policy.
- investing in building policy capability at all levels through the development of a refreshed policy capability framework setting out performance and development expectations and a career path for all levels of policy making.
- enhancing our Digital, Data and Technology professional career and pay framework to attract and retain the professional skills required now and to prepare for the future demands for embracing new technologies and driving efficient ways of working.

Where required, Welsh Government has continued to recruit externally to bring in additional capacity, new skills and wider experience for both core civil service roles and specialist skills not readily available from within the Welsh Government or Civil Service.

Since 2022, some of our larger external recruitment schemes have included a Business & Administration Apprenticeship programme (35 roles); Digital, Data & Technology Apprenticeship programme (10 roles); Finance Apprenticeship Programme (5 roles) and an entry-level scheme (20 roles).

Recommendation 9.

We recommend that the Welsh Government provide the Committee with detailed plans and objectives of how it proposes to take forward the concept of a One Public Service for Wales and the initiatives it has in place to develop and share expertise across Welsh public services.

Reject

The recommendation to provide detailed plans and objectives is rejected as the concept of one Welsh Public Service sits at the heart of the wellbeing and future generations act sustainability principle and the ways of working of collaboration and involvement. It also is the embodiment of the Welsh Government Partnership value.

One of the keyways this is being taken forward is by building a stronger network with our partner organisations through groups such as the Public Leaders forum, the Chief Executives Network, the Chairs Forum and the Welsh Government's Devolved Sector Group. These groups bring together a diverse range of organisations to share good practice, look at opportunities to share resources and work together on common issues.

Working in social partnership with trade unions and devolved sector employers*, the Welsh Government's Devolved Sector Group considers actions to address pay disparity. This work resulted in Ministers agreeing new funding in 2022 that standardised the minimum salary rate paid to employees across the devolved sector. Action here helped to support a move towards greater pay parity and a move towards establishing a One Wales Public Service. (*The devolved sector comprises of Welsh Government civil service, arms-length bodies, non-ministerial departments, independent office holders, owned companies, and commissioners' offices.)

Through Academi Wales the ethos of the one Welsh public sector is embedded in its' suite of leadership development interventions, recognising the need for leaders to cooperate and the opportunity to thrive across organisational/sector boundaries.

Academi Wales has undertaken activity to map leadership development across Wales, to enable signposting to relevant organisations and crucially to be able to collaborate across that landscape more effectively.

Academi Wales have developed a Curated Offer – providing clarity on all interventions to target our public service leaders and organisations, depending on where they are in their leadership journey, around three levels of leadership – Early Leadership careers; Approaching Senior Leadership; and Senior Leaders. This supports our leaders to clearly identify the most appropriate development intervention to support them.

The Academi Wales offer is available to all public and third sector leaders, giving the opportunity to regularly engage, network and collaborate across various sectors. In line with the core purpose of supporting collaborative working, the majority of the offer is designed to bring together people from different organisations.

Recommendation 10.

We recommend that the Welsh Government include, in their accounts, a breakdown of the sickness absence data to differentiate absences due to mental health from other illnesses.

Accept

Assurance can be provided that sickness absence levels are monitored by cause of absence which enables appropriate action and support mechanisms to be put in place. A range of support is provided for both mental and physical ill-health – both are treated with parity.

We will commence reporting on absences due to mental health in the 2024-25 accounts.

Recommendation 11.

We recommend that the Welsh Government provide information about the actions officials are taking to address the increase in sickness absence and the support provided to staff, as well as the objectives for establishing a health and well-being and safety assurance board and its intended impact.

Accept

The Welsh Government aims to improve the health and wellbeing of its people by delivering a holistic approach that puts mental and physical health and wellbeing on a par with one another. The Health, Safety and Wellbeing Advisory Board, which brings together representatives from HR, Health and Safety, Trade Unions and the Senior Civil Service, was formulated as part of the WG2025 organisational change programme and oversees implementation of the Welsh Government's Health, Safety and Wellbeing Strategy and Action Plan.

The Advisory Board is designed to ensure a focus and evidence base on tackling both new and traditional Health, Safety and Wellbeing risks, at the right time and in the right way. It contributes to setting out clear objectives – at local, group and Organisational level to manage and evaluate our workplace health interventions and activities.

The Board

- Provides oversight and technical advice on Health, Safety and Wellbeing challenges, risks and opportunities,
- Develops capability, capacity and a safety culture at every level across the organisation,

- Regularly reviews a range of MI and data, including sickness absence trends, diversity related data, accident statistics, and People Survey results to identify emerging issues and respond effectively.

Line managers play a crucial role in managing sickness absence and promoting wellbeing and resilience. The HR Case Advisory Team, provide expert advice as required, and the organisation has a range of additional support including

- Occupational Health and Employee Assistance Programmes (clinical support)
- Access to Specialist Counselling and Cognitive Behaviour Therapy
- Mental Health Allies
- Individual Stress Risk Assessments and Wellness Action Plans
- Mental Health Line Manager Support Guidance and Conversational Toolkit
- Workplace Passports and Adjustments
- Able Futures Programme (drop-in sessions)
- Wellbeing Hour
- Financial Wellbeing Resources

Recommendation 12.

We recommend the Welsh Government provide the Committee with its assessment of the impact of streamlining its Welsh Government 2025 programme and what this means for its plans for organisational change and improvement.

Accept

WG2025 Programme was refocussed (streamlined) in January 2024 into three workstreams to ensure Welsh Government could meet the budget challenges it was facing:

1. ReSize
2. ReSpace
3. ReShape

ReSize was to ensure that the organisation could live within its budget for staffing and introduced tighter controls on all recruitment, resolved outstanding issue around temporary contracts and temporary promotions and ran a Voluntary Exit Scheme (VES).

ReSpace was set up to review the administrative estate and identify options to reduce costs. This workstream made significant savings through increasing space available for public sector tenants, reduce the cost of cleaning, heating, ventilation and security across the estate, and reducing the leasehold estate by

managing the move and closure of the Bedwas site. It also developed a new high-level strategy and options for the remaining administrative estate which will be taken forward over the next couple of years.

ReShape was set up to ensure better alignment of our staffing to Ministerial priorities and core organisational functions and services. This work is ongoing to reflect the recent developments in Ministerial Priorities and Targets.

Following the publication of the 2025-26 draft budget position for the Welsh Government we are developing the Third phase of WG2025 to ensure we support the delivery of Ministerial priorities and improve the operational effectiveness and efficiency of Welsh Government. The improvement work is focussed on the key areas of:

1. Ensuring we are ready for Senedd reform.
2. Improving our processes, systems and data,
3. Creating a better place to work for us all
4. Being an organisation which enables change and encourages continuous improvement.
5. Driving efficiency, enhancing governance and empowerment.
Optimising our estate.

Recommendation 13.

We recommend the Welsh Government provide an update about the progress of the work under the Welsh Government 2025 programme, specifically on the skills, capability and priorities of its workforce, together with further evidence to demonstrate how this work is addressing capacity challenges.

Accept

As a key part of the second phase of WG2025, we introduced a new Policy Capability Framework and policy skills curriculum specifically designed to strengthen the capability of our workforce in this critical governmental function.

We are now introducing job families and standard job specifications and we have also continued to work to strengthen our broader capability programme with a number of learning-orientated initiatives, including the 'One Big Thing' initiative which focused on data capability and a digital leadership programme tailored to the Senior Civil Service. We have also agreed to introduce a new Digital Data and Technology (DDaT) allowance framework to help attract and retain high demand DDaT skills.

The introduction of a Digital, Data and Technology (DDaT) allowance is only one part of a wider workforce strategy for the DDaT Profession which aims to deliver

the skilled and talented DDaT Profession which the organisation needs to deliver its priorities. A number of workstreams are focused on different elements of building a Profession and a culture to support the development of skills and career progression. Those workstreams involve developing career pathways and learning and development opportunities to better support career progression across all DDaT Profession roles. They also include developing resourcing processes to deliver the skills needs of the DDaT Profession and organisation now and in the future

New Group structures have been introduced to respond to changes in Cabinet portfolios and ensure that our organisational resources align as closely as possible to Ministerial structures. Within Groups, Directors General have undertaken extensive work to align resources to delivery priorities and this theme also saw a significant rise in our latest survey. People Survey scores on the Learning and Development theme saw healthy increases in our latest survey results.

Recommendation 14.

We recommend that the Welsh Government provide the Committee with an update on the outcomes of its recent voluntary exit scheme, including the numbers of staff who have applied to leave the organisation, and the cases approved, as well as the criteria for assessing applications and the anticipated savings arising from the scheme.

Accept

The Welsh Government's Voluntary Exit Scheme (VES) 2024 concluded with a total number 91 staff exiting the organisation on 31st August 2024. Of the 91 staff, 65 were in DRC funded posts and the other 26 were in programme funded roles. The total costs of the compensation payments for those exiting WG was £6.011m. The estimated annual savings from the exiting of 91 staff is £6.001m. However, these will not materialise until 2025-26 as the staff officially exited in Period 5 of the 2024-25 financial year, only 7/12ths of the annual savings will be attained in 2024-25 with a value of £3.500m. The full years saving of £6.001m is anticipated to be achieved in 2025-26 and has been factored into staff costs forecasts.

The scheme opened for staff applications on 18 March 2024 and closed on 15 April 2024 with 393 applications received. A consistent scoring criteria was agreed by the Executive Committee and Trades Union to ensure the organisation protected essential skills and capability. The selection criteria focused on scoring the impact of release across three categories: key skills; business continuity and

replaceability. Directors General and their Directors considered the scoring and made an informed recommendation for each application.

A corporate VES panel chaired by a Non-Executive Director, with representation from across the business at Director level, Finance Director, HR Director, the SCS Equality, Diversity & Inclusion Champion and Trade Unions (as observers), met on 3rd May to consider recommendations against the purpose of the scheme; provide assurance on the process; and consider the costs and payback time relating to the savings generated. The Corporate Panel recommended to ExCo that all staff who scored low across all three criteria and would not need to be replaced were released, i.e. that there was a direct saving from that person leaving the organisation and their role being removed from our structures and staffing delegations being reduced accordingly.

ExCo agreed with the corporate panel's recommendation to release only those applicants that would not need to be replaced. While there was an option to release up to 150 staff through the scheme, the workforce planning implications and risk of released capacity and capability the organisation would need to replace meant that ExCo did not consider releasing beyond the lowest scoring applicants.

Recommendation 15.

Noting the recent Welsh Government's voluntary exit scheme and the potential loss of experience and expertise within the workforce, we recommend the Welsh Government provide the Committee with information about how the related risks are being mitigated.

Accept.

The Welsh Government's voluntary exit scheme included clear scoring criteria to mitigate the risk of losing experience, expertise and knowledge. Every application required careful consideration of this specific risk and informed the scoring and recommendation provided to the Corporate VES Panel from the Group directly and final decision taken by the Executive Committee. The scoring criteria was clearly communicated to the organisation to manage expectations of those applying and an explicit consideration for the Corporate VES Panel and Executive Committee.

The exit process included knowledge and skills transfer with a specific requirement for managers and individuals to undertake a knowledge transfer session as part of their preparations to exit, capturing all essential knowledge, information and records.

Recommendation 16.

We recommend that the Welsh Government provide the Committee with an update about the review of its performance framework and the development of a balanced scorecard approach to performance reporting, including the scope, methodology and timetable for the review, as well as what information officials expect to include about the revised performance framework in the accounts.

Accept

In March 2024 ExCo agreed that Welsh Government would move to a new, more frequent, approach to KPI reporting, based on a quarterly balanced scorecard. The intention is to monitor organisational performance through a series of metrics to support more regular reporting and is expected to facilitate action and drive improvements in organisational effectiveness.

For Welsh Government, the focus of the scorecard is different to those used in the for-profit sector. The approach focuses on organisational structure (including the workforce and the workplace), functions (such as IT and procurement) and processes (such as impact assessments, FOI, and data security).

Work to develop the new balanced scorecard approach to Welsh Government Performance Reporting is being carried out in three phases – 1) Engagement, 2) Drafting and Iteration, and 3) Embedding and routine use of the framework.

Phase 1: Engagement (Spring - Summer 2024)

As part of the Engagement phase, Knowledge and Analytical Services (KAS) engaged with colleagues across the business to understand the information that is currently reported and its suitability for inclusion in the scorecard. KAS also engaged with Non-Executive Directors to seek their views on proposed metrics and format of the scorecard. KAS also considered the areas reported in the previous Welsh Government Performance Framework and their suitability for quarterly reporting.

Based on this engagement, the four quadrants proposed for the scorecard were:

- People and Places
- Finance
- Delivery – (Internal and External)
- Internal Processes/ Governance

It has been agreed that each quadrant should include a relatively small number of measures, to ensure ExCo and Finance and Corporate Services Sub-committee are able to focus on the key information they need. During this phase consideration has also been given to the balance of annual measures and

quarterly measures. It has also been agreed that the scorecard should have measures that complement, and not duplicate other reports, e.g. monthly financial reporting and People Survey reporting.

At the end of this phase, potential metrics that could be reported on were identified, and discussions begun on prioritisation of these metrics.

Phase 2: Drafting and Iteration (Autumn 2024 – Summer 2025)

Development work is now focused on drafting the scorecard using real data and to further develop metrics, targets and benchmarks for inclusion in the scorecard. Work is also underway to consider and agree annual metrics to sit alongside the quarterly metrics in the scorecard using learning from the previous Performance Framework.

During this phase it has also been agreed that the balanced scorecard will be considered by Finance and Corporate Services sub-committee ahead of ExCo on a quarterly basis. Use of the scorecard to support other organisational processes is also being considered. For example, using the scorecard reports to help inform the ICQ process and escalating any risks identified by the balanced scorecard to the corporate risk register via the existing processes.

Work is also underway to consider how the scorecard should reflect the new WG 2025 plan, including suitable measures.

Phase 3 – Embedding and routine use of the framework (from Summer 2025)

This phase will focus on embedding the approach in the organisation and ensuring its routine use.

It is anticipated that the annual accounts will include a summary of the performance reporting across the year, which will include the regular scorecard reporting alongside annual metrics covering other important elements of performance (such as Welsh Government Values). It will also include the reflections and actions taken as a result by ExCo and Finance and Corporate Services Sub-committee.

3. Annex 1

Welsh Government use of Local Partnerships, including expenditure incurred, a list of contracts and the nature of the services/work procured in 2022-3 and 2023-4.

Welsh Government used Local Partnerships' services to provide commercial, financial and sector specific capacity and capability and practical resources to support the delivery of key priorities and specific Programme for Government commitments.

Expenditure:

A summary of WG expenditure on Local Partnerships services per project and in total over the 2022-23 and 2023-24 financial years is set out below (exclusive of VAT):

	2022-23 £000s	2023-24 £000s
Ynni Cymru	21	818
Energy Service	583	570
Trydan Gwyrdd Cymru	664	683
Marine Energy Programme	649	416
Resource Efficiency Circular Economy Programme	1,701	2,216
Mutual Investment Model – Velindre	130	214
Mutual Investment Model – Sustainable Communities for Learning	415	-
Health and Social Care Climate Change Adaptation Planning	-	83

	2022-23 £000s	2023-24 £000s
Warm Homes Programme	-	116
Cwmni Eginio	112	19
Unblocking Sites for Affordable Housing – Phosphates	-	35
Civil Contingencies Governance Review	94	-
ECO4 Statement of Intent	24	24
Future Grid	40	14
Other smaller projects	180	39
Total	4,613	5,247

Ynni Cymru

Contracts:

- Welsh Government Work Order covering 1 January 2023 to 31 March 2023, with a value of £20k.
- Welsh Government Work Order covering 1 April 2023 to 31 March 2025, with a value up to £3,600k.
- Welsh Government Work Order covering 1 November 2023 to 31 March 2025, with a value of £12k (M-Sparc workspace lease)

Nature of Services:

- Establishing the Ynni Cymru Programme to deliver a diverse pipeline of innovative and smarter local and community-driven renewable energy projects that bring together energy generation, storage, demand and infrastructure. The aim is to ensure that locally generated renewable energy is delivered to the right place, at the right time to improve efficiency, maximise grid efficacy and deliver the greatest local benefits.
- Progressing a number of workstreams including:
 - developing the business case for the establishment of Ynni Cymru
 - establishing key stakeholder groups to help inform activities and engaged with a range of public sector and community energy projects to identify

where Ynni Cymru can best add value to the whole of the energy system activities

- providing a health check service of existing local and community owned renewable energy assets,
- providing comprehensive advice and support relating to Smart Local Energy Systems
- a grid support service to show what can be connected to the grid today and in the future,
- development of new project delivery tools to navigate the complexities around battery energy storage and heat technology selection
- project pipeline selection
- project development and delivery

Energy Service

Contracts:

- Welsh Government Work Order covering 1 April 2022 to 31 March 2023, with a value of £610k.
- Welsh Government Work Order covering 1 April 2023 to 31 March 2024, with a value of £570k.

Nature of Services:

- Providing a strategic engagement service covering all public sector bodies, including Health Boards and higher education establishments (comprising 77 eligible organisations), to develop, de-risk and accelerate carbon reduction, energy efficiency, renewable energy and fleet decarbonisation projects that contribute to the achievement of the Welsh Government's ambition for the sector to be net zero by 2030. In this Local Partnerships works alongside the Welsh Government's other delivery partners, the Carbon Trust and the Energy Savings Trust.
- This work includes increasing the energy efficiency of buildings, construction of renewable energy generation facilities, transition of vehicle fleets to electric power, and improving procurement to reduce the carbon content of goods and services purchased. It includes assisting individual organisations and also encouraging joint working by supporting local area and regional energy planning, helping to deliver improved economies of scale.

Trydan Gwyrdd Cymru

Contracts:

- Welsh Government Work Order covering 1 April 2022 to 30 November 2022, with a value of £108k.
- Welsh Government Work Order covering 1 Dec 2022 to 31 March 2024, with a value of up to £1,622k.

Nature of Services:

- Establishing Trydan Gwyrdd Cymru as an arms-length Welsh Government owned renewable energy developer to accelerate the development of renewable energy projects on the wider Welsh Government woodland estate and maximise its value for the people of Wales.

This includes:

- the production of the business case for Trydan Gwyrdd Cymru, and the identification and progression of the pipeline of significant wind projects on the Welsh Government's Woodland Estate
- supporting all aspects of setting up the new company, including organisational design, staff recruitment, setting up the Board, core systems implementation, corporate identity and branding and formal registration at Companies House.

Marine Energy Programme

Contracts:

- Welsh Government Work Order covering 1 Apr 2022 to 31 March 2023, with a value of up to £700k.
- Welsh Government Work Order covering 1 Apr 2023 to 31 March 2024, with a value of up to £420k.

Nature of Services:

- leading the Welsh Government's Tidal Lagoon Challenge making £750,000 of grant funding available to research consortia to demonstrate the potential either to reduce or remove a barrier that is currently preventing tidal lagoons being developed or help to quantify a potential benefit of tidal lagoon development
- working with the Welsh Government, the ports of Port Talbot and Milford Haven and relevant supply-chain stakeholders to support efforts to maximise benefits to Wales from the developing floating offshore wind industry and to secure funding for initial surveys and design work to support port upgrade

- Working with the Morlais tidal stream demonstration project off the Anglesey coast to develop a range of creative funding options to enable project sustainability and increase the deployment of tidal stream devices to the maximum consented for the site, and negotiating and obtaining approvals for a Welsh Government equity investment in Menter Mon Morlais Ltd, the company that operates the site.

Resource Efficiency and Circular Economy Programme

Contracts:

- Welsh Government Work Order covering 1 Apr 2022 to 31 March 2023, with a value of up to £1,904k.
- Welsh Government Work Order covering 1 Apr 2023 to 31 March 2024, with a value of up to £2,209k.

Nature of Services:

- supporting the programme for government commitment to deliver the Extended Producer Responsibility Programme, through the provision of programme and project management support office
- supporting the Welsh Government in meeting the Auditor General for Wales recommendations and memorandum of understandings with local authorities by providing expert resource to support effective contract management of the operational PPP residual and food waste contracts
- supporting the ambition to achieve one planet resource use and achieve net zero carbon by 2050 through implementing initiatives to tackle hard to recycle material collaboratively across the public sector including facilitating the move towards ultra-low emissions vehicles for refuse and recycling collections across Wales
- alongside WRAP Cymru, supporting the delivery of local authority statutory recycling targets and infrastructure delivery
- helping to inform future policy and infrastructure requirements, including assessing the impacts of Emission Trading and changing waste composition and helping to ensure that Welsh Government funded infrastructure continues to achieve best outcomes, maximising value for money for the public sector in Wales
- supporting the transition to a circular economy.

Mutual Investment Model - Velindre

Contract:

- Welsh Government Work Order covering 6 September 2021 to 31 March 2024, with a value of up to £414k.

Nature of Services:

- supporting the procurement and contract award for the new Velindre Cancer Centre, acting to ensure the Welsh Government's interests are safeguarded.

Mutual Investment Model - Sustainable Communities for Learning

Contract:

- Welsh Government Work Order covering 1 April 2021 to 30 September 2022, with a value of up to £1,086k.

Nature of Services:

- leading the development of the Mutual Investment Model and its application in the schools and further education sector
- leading the procurement of the Welsh Government's strategic partner and the establishment of the Wales Education Partnership Company
- supporting the procurement and contract award for the first schools pathfinder projects

Health and Social Care Climate Change Adaptation Planning

Contract:

- Welsh Government Work Order covering 9 October 2023 to 31 July 2024, with a value of £82k.

Nature of Services:

- supporting the division with its climate adaptation planning following the publication of the Climate Change Committee's (CCC) report "Adapting to Climate Change: Progress in Wales, in September 2023"
- developing a Adaptation Toolkit for Health and Social Care in Wales and training materials and workshops tailored to the specific circumstances and requirements of the sector in Wales.

Warm Homes Programme

Contract:

- Welsh Government Work Order covering 1 May 2023 to 30 June 2024, with a value of up to £140k.

Nature of Services:

- providing a strategic review of the existing contract and contract documents
- reviewing the tender documents
- providing strategic procurement support
- acting as Welsh Government's contract manager for the Warm Homes contracts to ensure a timely and an ordered transition and seamless service continuity between existing and new projects
- embedding effective contract management practices and procedures for adoption by a permanent Welsh Government contract manager post

Cwmni Eginio

Contract:

- Welsh Government Work Order covering 1 September 2021 to 30 September 2023, with a value of up to £229k.
- Welsh Government Work Order covering 4 November 2021 to 31 May 2022, with a value of up to £47k (Nuclear Supply Chain Brokerage).
- Welsh Government Work Order covering 1 November 2021 to 30 June 2022, with a value of £25k. (Trawsfynydd Development Programme)

Nature of Services:

- supporting the Welsh Government in setting up Cwmni Eginio Ltd. a development company created to promote new uses for the Trawsfynydd nuclear site in Gwynedd
- putting in place the basic business functions necessary for the new entity to operate
- creating new governance structures in the form of a company board
- providing key skills sets and operational capacity until permanent staff could be recruited
- supporting Cwmni Eginio deliver the first part of their initial business plan
- providing the programme management skills and capability to develop an initial programme timeline, initial risk management tools and a draft outline business case to support the case for further public funding in the future

- preparing a feasibility study looking at the viability of developing a Nuclear Decommissioning Brokerage Service, focused on the economic opportunities provided by the Trawsfynydd power station taking into account wider opportunities across Wales and the UK
- supporting the Welsh Government in the management of the Trawsfynydd Development Programme over the period of transition where delivery responsibility will transfer from the Welsh Government to Cwmni Eginio
- maintaining momentum and progress during this transition period, ensuring the transfer over to Cwmni Eginio happens smoothly and that the Welsh Government is not exposed to inappropriate or excessive risk.

Civil Contingencies Governance Review

Contract:

- Welsh Government Work Order covering 26 April 2022 to 26 October 2022, with a value of £94k.

Nature of Services:

- undertaking stakeholder survey and interviews
- review of all areas of civil contingencies and emergency planning across Wales, and reviewing models used in other countries
- holding workshops with Local Resilience Fora
- proving a report

Unblocking sites for affordable housing - Phosphates

Contract:

- Welsh Government Work Order covering 14 August 2023 to 31 December 2023, with a value of up to £75k.

Nature of Services:

- liaising with Welsh Government, Natural Resources Wales, Welsh Water, developers and planning authorities, to identify and address issues on a site-by-site basis from a list of 68 sites, to identify new homes and sites that are able to proceed subject to normal planning and development processes.

ECO4 Statement of Intent

Contract:

- Welsh Government Work Order covering 23 January 2023 to 31 December 2023, with a value of up to £36k.

Nature of Services:

- supporting the Welsh Government, the WLGA and individual local authorities, in mobilising WG ECO4 Flex Statement of Intent (SoI) through an early active learning phase, one to one and collective interviews,
- production of ECO4 flex guidance for local authorities and keeping this updated throughout the learning phase
- supporting the Welsh Government (or WLGA) to co-ordinate a Welsh Local Authority ECO 4 / Domestic Retrofit Working Group
- preparing reports, briefing papers minutes and communication material
- exploring good practice in relation to collation and utilisation of publicly available housing, EPC and socio-demographic data
- producing a lessons learned and recommended next steps report
- work with Welsh Local Authorities and the Welsh LGA to explore regional approaches to delivery of ECO4 Flex and integration with wider domestic retrofit schemes
- utilising the Energy Service to, gauge appetite for collaborative approaches, and develop early feasibility / Strategic Outline Case for regional delivery vehicles
- sharing learning from other regions
- building on any existing regional net zero / housing procurement / delivery arrangements where relevant
- producing a bespoke Wales wide Local Authority Domestic Retrofit handbook

Future Grid

Contract:

- Welsh Government Work Order covering 1 April 2023 to 30 September 2023, with a value of up to £29k.
- Welsh Government Work Order covering 1 October 2023 to 31 March 2024, with a value of up to £19k.

Nature of Services:

- supporting the Future Energy Grid for Wales project
- supporting wider engagement with stakeholders about the outcomes of the project, including through webinars and one on one meetings

Other Smaller Projects:

	2022-23 £000s	2023-24 £000s
Re:fit 3 Quality Assurance	-	3
Net Zero Planning	-	14
Sustainable Farming Scheme (critical path)	-	14
Strategic Capital Planning	48	8
Electric Vehicle Infrastructure Support	22	-
THTF Business Case	18	-
Integrated Centres	45	-
Unnos	8	-
Energy Delivery Portfolio Case	9	-
Energy Service Scope 3	30	-
Total	180	39