

Shan Morgan
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Mr Ramsay, AM
Chair, Public Accounts Committee
National Assembly for Wales
Cardiff Bay
CF99 1NA

12 December 2019

Dear Mr Ramsay,

Auditor General for Wales' reports: Well-being of Young People

Thank you for your letter requesting a Welsh Government response to the areas of improvement outlined in the Auditor General's report on strengthening policy-making and delivery in the context of young people (September 2019).

I was pleased that the report recognised that the Welsh Government is already working on ways to better integrate its own approach and continues to work with the public sector to join up services. The report was timely as we are strengthening and developing our policy-making capability in Wales in the context of the Well-being of Future Generations (Wales) Act 2015. The three broad areas for improvement - being curious; being purposeful; and being brave resonate with this work and we recognise much of the insight on involving citizens better and enabling policy and decision-makers to work differently. In response to your request I have provided a snapshot of some of the activities we are taking forward that address these areas.

Effective involvement of people and communities is at the heart of improving well-being now and in the future. The Well-being of Future Generations (Wales) Act 2015 puts the



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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

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

effective involvement of people (reflecting the diversity of the population) as one of the five ways that organisations can make more sustainable decisions. Work is underway on developing more effective ways of involvement, including exploring a digital platform alongside face to face engagement methods.

Our work to review policy making within Welsh Government includes the development of a Welsh Government Policy Capability Framework which includes the knowledge, skills and behaviours that Welsh Government expects of its policy professionals. The development of the framework has explored the inclusion of a range of attributes relevant to the Auditor General's reports including the five ways of working in the Well-being of Future Generations Act - thinking long-term; building in prevention; ensuring involvement and citizen insight; working in a collaborative and integrated way, as well as designing policies for implementation and being more curious and innovative.

Alongside this work, a series of pilot training sessions have been delivered to provide the learning and development required to strengthen policy making capability and deliver on the framework. These will inform a Policy Education Programme to be launched in 2020. Welsh Government Senior Civil Servants attended a dedicated session on the draft policy capability framework recently and the opportunity to experience taster sessions of some of the pilot training that has been delivered. The feedback from colleagues was overwhelmingly positive, including around innovative policy making and citizen insights.

On policy integration, the Futures and Integrated Policy Division reports to our Head of Policy Profession in relation to policy capability. We have appointed Senior Civil Servant Policy Champions from each Welsh Government group and formed a Policy Steering Group; the purpose of this group is to support integrated system-wide improvement in policy capability, design and delivery.

In May 2020, the Welsh Government is organising the Four Nations Policy Profession Conference in Cardiff with a focus on Well-Being in Policy Making. The conference will see the community of senior policy makers in the public and third sectors from across the UK come together to share best practice, learn new ways of working and form networks for the future.

In 2018 we introduced an Integrated Impact Assessment (IIA) tool to help colleagues to undertake a rounded assessment of the impact of a proposed action, including the social, economic, cultural and environmental impact. The tool integrates 17 separate impact assessments and is currently under review to ensure it is effective and fit for purpose.

The policy teams responsible for the specific areas in the Auditor General for Wales' reports are responding to the findings within the context of improved policy making, implementation and delivery underpinned by the framework of the Well-being of Future Generations Act. The actions outlined above are helping us to further embed long-term thinking, preventative approaches, collaboration, integration and involvement which address the specific areas of improvement within each of the six reports. The Welsh Government is sending out a clear message on the importance of the culture change required by the Act across public services in Wales, and this will be further highlighted

by a public and third sector event I am hosting at the International Convention Centre on 10th January at which the First Minister will speak.

Yours,

A handwritten signature in black ink that reads "Shan Morgan". The signature is written in a cursive style. A long horizontal line is drawn across the signature, starting from the left edge of the page and ending with an arrowhead pointing to the right.

Shan Morgan

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Llywodraeth Cymru/ Welsh Government



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