

Shan Morgan
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Mr N Ramsay MS
Chair, Public Accounts Committee
Welsh Parliament
Cardiff Bay
CF99 1NA

5 March 2021

Dear Mr Ramsay,

Key Performance Indicators

When I gave evidence to the Committee at its meeting on 7 December I said that I would write to the Committee before the end of March with a progress report on Key Performance Indicators.

I am attaching with this letter a chart which sets out where we are in identifying and assembling indicators for all of the proposed KPIs. The Committee will see that we are well advanced in some areas and that in some areas there is still more work to be done. As is noted in the chart, further work may mean that we add to these proposed indicators or, perhaps, switch some of them altogether, so the Committee should not regard this as the definitive list.

One of the determinants of progress is, simply, the extent to which the relevant areas of the Welsh Government are able to free up sufficient time to engage properly in the exercise. As I have said before to the Committee, regard this work as very important but not as urgent as the immediate pressures facing us at the moment and I cannot allow it to act as a distraction to hard-pressed staff who have needed to be 100% focussed on dealing with the pandemic or other issues. I know that the Committee appreciate this point.



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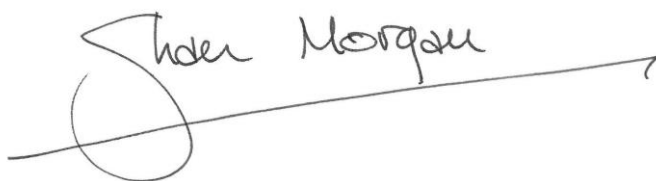
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The area in which we have been able to make most progress is in the “Attributes” theme, where we could assemble the data most easily. The Welsh Government Board had a helpful discussion in the autumn around this theme and I was pleased that the purpose was to use the KPIs as a basis for a discussion about performance in this area, rather than to comment upon the development of the indicators themselves. This was the first time that the Board has put the new KPI tool to work in practice. The discussion was successful and wide-ranging and, informed by the KPIs before it, the Board agreed that staff engagement and staff welfare were the two most important aspects to focus on at the moment.

I think that we are progressing well and I would certainly welcome any thoughts that the Committee might have on the suite of indicators as they are developing. It would be helpful also to have the view of the Committee on how much detail they think that we should include in our annual accounts. I would not wish to put something in which would be disproportionately detailed or lengthy compared the way in which other important subjects are dealt with in the accounts. In addition, and as I said to the Committee in December, some of the proposed data might not be appropriate to be put into the public domain.

My understanding of the concern of the Committee in this area all along has been that I should have a robust and objective set of KPIs, rather than the Committee seeking to scrutinise the detail of the information itself. The point of the indicators is for them to be an internal management tool to help the Permanent Secretary to have objective metrics to assist in managing the Welsh Government and I hope that the Committee will feel that we are making good progress towards this goal and that we are beginning to use the tool to make a difference.

I would welcome very much the thoughts of the Committee on the work so far.

Yours,


Shan Morgan
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Llywodraeth Cymru/ Welsh Government



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	Theme	Current theme status	Proposed indicators <i>Please note, measures may change in response to organisational strategies and developments</i>
Core Executive Functions	Policy Making	Currently in Development	Development of theme delayed due to Covid-19. Consideration currently being given to including measures around the amount of staff time spent on policy and policy related activities, the proportion of staff aligned to the policy profession and the Ministerial Advice process
	Fiscal & Financial Management	Partially Complete (data not yet available for all measures)	£ difference between forecast and outturn/percentage difference [or percentage error] between forecast & outturn (incl. decomposition factors) Score / ranking in Open Budget Index (measure of budget transparency) Percentage of recommendations by category identified in Gateway reviews undertaken for major programmes/projects
	Legislation	Currently in Development	Consideration currently being given to including measures around the delivery of the Legislative Programme and the accessibility and transparency of law
	Resilience, Contingency Planning & Response	Currently in Development	Development of theme delayed due to Covid-19. Consideration currently being given to including measures around EECW and outcomes of retrospective reviews and lessons learned exercises
Mission Support Functions	Procurement	Nearly Complete (further consideration of data sources required)	Procurement savings as % of total influenceable spend [savings] Contribution to social value spend as a % of total influenceable spend [social value] Percentage of total influenceable spend won directly by Wales based businesses including SME's? [social value] Percentage of total influenceable spend with suppliers off formal contract/Departure spend as a % of total influenceable spend [compliance]
	HR & Workforce Management	Nearly Complete (further consideration of data sources required)	Average length of time for end to end recruitment Perception of organisational commitment to moving resources to areas of Ministerial priority Compliance with SLAs for the HR Services provided by the Corporate Shared Service Centre
	ICT & Digital for Officials	Currently in Development	A review of ICT metrics is currently underway, which will identify measures for the framework. Consideration is being given to including measures around staff having access to and making use of the ICT required to support effective delivery and the efficiency of the ICT service
			Proportion of prompt payments made within 5, 10 and 30 day targets

Mis	Internal Finance	Nearly Complete (further consideration of data sources required)	Accuracy of cash management processes (forecasting cash flow): Performance of WG against variances set by the Treasury Accuracy of Budget profiles
	Estate Management	Currently in Development	Development of theme delayed due to Covid-19. Currently being reviewed in order to align to Future Workplace Strategy. Consideration is being given to including measures around staff use of, and satisfaction with, the workplace in supporting effective delivery
Service Delivery Functions	Grants	Currently in Development	Consideration currently being given to including measures around the number of Grants Schemes, the number of schemes presented to Grants Assurance Panel and recommendations made relating to making improvements to the Grants Scheme Process identified by the panel and other audits or reviews
	Digital Services for Citizens	Complete	Take-up of digital services to citizens / percentage of target population Social follower figures across main Twitter and FB channels WG Website visitor numbers
	Tax Administration		Signpost to Welsh Revenue Authority
	Theme	Current theme status	<p>Proposed indicators</p> <p><i>Please note, measures may change in response to organisational strategies and developments</i></p>
ute Themes	Ways of Working & Core Values	Reported to the Board in 2020	WFGA '5 ways of working' Index Awareness of, and confidence in, raising a concern under the Civil Service Code Incidence of unwanted conduct and behaviours
	Openness	Reported to the Board in 2020	Staff and citizen views on regularity and quality of WG's engagement with stakeholders & citizens Proportion of information requests completed in time and the level of information provided Number of open datasets that have become available over previous 12 months [not yet available]
	Capabilities	Reported to the Board in 2020	Allocation of staff to core activities and professions Access to Learning & Development opportunities Confidence in Leaders Organisational capability maturity assessment [not yet conducted]
	Equality & Inclusiveness	Reported to the Board in 2020	Representativeness of minority groups in the WG Engagement levels of minority groups

Attrib			Perception of organisational respect for individual differences
	Staff Engagement	Reported to the Board in 2020	Employee Engagement Index
			Reported intention to stay
			Average working days lost (rolling average, short term sickness, adjusted for FTE)
	Welsh Language	Reported to the Board in 2020	Perception of organisational commitment to the Welsh Language
			Proportion of staff using Welsh to carry out work
			Welsh language skills
	Innovation	Reported to the Board in 2020	Compliance with Welsh Language Delivery Standards
			Perceptions of support for individual innovation
			Perceptions of encouragement for Team Innovation
			Digital Maturity Assessment