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Chair
Public Accounts and Public Administration Committee
Senedd Cymru
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Dear Chair

Public Accounts and Public Administration Committee – WG2025

Further to my attendance at Public Accounts and Public Administration Committee on 4th Feb, as Chief Operating Officer I offered to share with the committee the list of the things that we have delivered during the course of the WG2025 programme.

The attachment is being provided as a consequence to the Committee.

Please let me know if the Committee requires any further information.

With best wishes.

Yours sincerely



WG2025 EXECUTIVE SUMMARY

Launched by the Permanent Secretary in April 2022, WG2025 is our organisation wide change programme to modernise how we work by strengthening our people, systems and culture so we can deliver more effectively for Ministers and the people of Wales. WG2025 has been a continually evolving change programme that has a clear ambition, but which has been able to adapt and flex in response to the changing organisational context.

PHASE 1

Following extensive engagement, we used staff insight, experience and ideas to shape Phase One of the programme building on what we achieved throughout the pandemic in strengthening the way we worked. Phase 1 consisted of 5 workstreams:

1. **Workforce Workstream** – the overall aim of which was to build the culture, capability, systems and leadership needed for a modern, inclusive civil service with the right skills to deliver ministerial priorities.
2. **Workplace Workstream** – the overall aim of which was to use the estate in a sustainable, efficient, modern and collaborative way while supporting hybrid working and decarbonisation goals.
3. **Digital, Data and Technology (DDaT) Workstream** – the overall aim of which was to transform how the Welsh Government operates through user-centred digital services, stronger data capability, improved collaboration, and modern technology.
4. **Continuous Improvement Workstream** – the overall aim of which was to improve business planning, capability, delivery assurance, outcomes for citizens, and the efficiency and effectiveness of government operations.
5. **One Welsh Public Service Workstream** – the overall aim of which was to embed a whole-system approach to public service delivery, improving outcomes through collaboration, shared understanding, and movement of people and ideas.

Workstream 1 - Workforce delivered

Values & Behaviours - we established a new, organisation-wide Values and Behaviours Framework, co-produced with staff and embedded across people policies and processes. This has created a shared organisational identity and the foundation for culture change.

Promotion, Progression & Resourcing – we introduced a new promotion and progression model, removing the promotion ‘Gateways’ and implementing a modernised Resource Management Framework. We also delivered a more disciplined approach to temporary contracts through a strengthened delegation framework.

Organisational Resilience. We implemented new systems to improve organisational resilience, including governance, workforce planning tools, and improved decision-making structures to better respond to demands and emerging risks.

Health, Safety & Wellbeing. We launched a new Health, Safety & Wellbeing Strategy, backed by a new cross-WG Advisory Board. We established a more proactive, evidence-based approach to staff wellbeing and risk management.

Workstream 2 – Workplace delivered

Estate Modernisation & Carbon Reduction. We modernised key areas of the WG estate by delivering new SmartWorking spaces, providing facilities and tools which offer quiet areas to concentrate, as well as help connect and collaborate with colleagues and stakeholders; reducing the carbon footprint and lowering running costs. This supported hybrid working and long-term estate optimisation. We also began onboarding tenants in some of our larger offices, supporting our strategy to optimise building use and deliver the WG2025 ambition of creating a One Welsh Public Service.

Workstream 3 – Digital, Data & Technology delivered

We delivered significant improvements to **digital collaboration**; modernised technology infrastructure; and began Welsh Government's early journey in AI adoption. This is helping lay the groundwork for future automation, collaboration, and data-driven working.

In addition, we launched new digital services and tools like Pobl (our digital HR information system. Pobl provides a self-service function to allow all Welsh Government employees to view and modify their personal details, record performance Check-ins and record absence information); Cais (our online recruitment platform); a new events management system; and piloting Microsoft CoPilot.

Workstream 4 – Continuous Improvement

Policy Capability Framework. We published and implemented the organisation-wide Policy Capability Framework, setting out the skills and behaviours needed for effective policymaking, four proficiency levels, tools for staff to self-assess, discuss development, and plan learning and created a consistent, professional foundation for policy work and workforce planning.

Workstream 5 – One Welsh Public Service (OWPS) & Cross-sector Collaboration

The workstream made meaningful progress in advancing a **whole-system approach to public service delivery**, centred on shared outcomes for citizens rather than organisational boundaries. The adoption of a refreshed OWPS definition and shared principles provided a clear and unifying foundation for the next phase of the agenda. As part of WG2025, the workstream created stronger links across related areas, helping to simplify movement of people through secondments and loans, strengthen digital collaboration between organisations, and promote better use of the public sector estate. As of 31 December, we had more than 1,300 tenant staff from 23 public sector organisations based in our offices across Wales. Many of our tenants are our sponsored bodies and enhanced collaboration is an anticipated benefit of our colocation, with the potential to provide greater coherence for the public as a One Wales public sector.

PHASE 2

Phase One laid the groundwork for a modern, agile Welsh Government, strengthening culture, capability, systems and collaboration across the organisation, however the challenging 2023/24 budget settlement required a shift in focus.

While the ambitions of Phase One remained, the organisation priority became to address immediate financial pressures in order to remain sustainable. Phase Two did not replace WG2025's ambitions but aimed to ensure that the organisation could deliver them within a realistic and responsible financial envelope.

This refocusing was a pragmatic decision to concentrate effort where it would deliver the greatest impact. The programme was streamlined into three interconnected workstreams: **Resize, ReSpace and ReShape**, which together addressed the most pressing organisational challenges while maintaining a clear line of sight to the programme's original objectives.

This refocused approach required us to take difficult decisions, including pausing or scaling back some existing initiatives. It enabled the organisation to prioritise resilience, public value, and sustainability, ensuring that change activity remained grounded in what could be realistically delivered within available resources.

Delivery Through the Three Workstreams

- **Resize** focused on ensuring the organisation could live within its means while protecting critical capability. This included tighter recruitment controls, a review of temporary contracts, and the introduction of a Voluntary Exit Scheme (VES). Decisions were informed by strategic workforce planning and designed to retain essential skills for the future, while supporting affordability and organisational resilience.
- **ReSpace** addressed the cost and effectiveness of the Welsh Government estate. Activity included office closures, the onboarding of new tenants, and rethinking how space could better support collaboration across the public sector. While this delivered tangible financial savings, it also required careful management of change for staff and a sustained focus on inclusion and support.
- **ReShape** began the longer-term work of aligning people, skills, and resources to ministerial priorities and future organisational needs. This included organisation design activity, profession-led reviews, and the development of more consistent role structures through job families, supporting clearer career pathways and more flexible deployment of skills into areas of priority.

Collectively, these changes have influenced how the organisation operates. Teams have adapted to new ways of working, taken on broader responsibilities, and navigated uncertainty during a period of constraint. Throughout, there has been a strong emphasis on transparency, honest communication, and staff engagement. While challenging, these changes have also increased organisational focus and agility, reinforcing the importance of prioritisation and adaptability.

PHASE 3

While Phase Two provided a structured approach to responding to the organisation's immediate financial pressures, it also highlighted the scale and complexity of the challenge.

Phase Three shifted the focus from urgent financial consolidation to a more future-oriented programme of organisational readiness and improvement, recognising that the financial outlook remains challenging and that the pressures on the system will continue.

As Phase Three began, the Welsh Government had just fourteen months remaining in the Senedd term and a clear, prioritised delivery agenda agreed by the Prif Weinidog and Cabinet. To focus the organisation on what mattered most: delivering the government's priorities while preparing for Senedd reform in 2026, the Permanent Secretary and ExCo introduced a **new strategic vision: *Building a Better Wales by Delivering Excellence in Government***.

This vision set out both **what** we must deliver (**Excellence in Government Delivery**), through the Cabinet's agreed delivery agenda, and **how** we must deliver it (**Excellence in Government Operations**) by strengthening the effectiveness and efficiency of our operations. It centred on continuing to provide essential services, delivering the Programme for Government and the First Minister's four priority areas (Iechyd da, Jobs & Green Growth, Opportunity for every family & Connecting Communities) and completing the legislative programme for the Sixth Senedd, while preparing for the Seventh. This clarity of purpose and direction provided the foundation for Phase Three, ensuring the organisation was aligned, focused and ready to prepare for the major changes ahead.

Phase 3 focused on five workstreams:

1. SENEDD REFORM

- Significant work is being progressed on Senedd Reform. Work is structured around:
 - direct support for Ministers, including staffing of private offices, drivers and security;
 - key areas of government work, such as government business and legislation improvement;
 - helping shape future operation of Senedd, comprising support to Ministers in the Senedd's review of its ways of working.
- An **Election Preparation Sub-Committee (EPSC)** was established in October 2025 to coordinate planning across the pre-election, election, and post-election phases. It continues to meet fortnightly to oversee delivery and manage cross-government readiness. The post-May preparations have included:
 - A successful Private Office recruitment campaign, with new recruits joining in March and April.
 - Renovation work in Ty Hywel to accommodate an increase in Ministers.
 - Development of a full Ministerial and Special Advisor Induction Programme, working with colleagues across Government.
 - Integration of technological solutions to support government business delivery.

2. IMPROVING OUR PROCESSES, SYSTEMS & DATA

This workstream aims to streamline internal processes, strengthen corporate systems infrastructure, and build the data foundations required for a modern civil service.

Processes

- **Recruitment & Progression**

A major redesign of recruitment processes has been implemented, intended to create a faster, fairer, values-led system aligned to Anti-Racist Wales Action Plan commitments.

- **Public Appointments**

Over the past year, Welsh Government has modernised the public appointments system through lean reviews, new guidance and tools, and improved candidate-facing information, alongside establishing a new project arrangement for Public Appointments. These changes have delivered significant improvements in diversity, transparency and data quality. We have been recognised in the Commissioner for Public Appointments' 2024–25 Annual Report, and now place Wales 2nd in the UK on public appointments performance.

- Affordability for the Fast Stream has been secured for 2026–27 through active intervention, avoiding a funding cliff-edge that would otherwise have put Welsh Government participation at risk. This provides certainty and ensures Welsh Government can continue to invest in, and benefit from, the Fast Stream at a time when strong leadership and talent pipelines remain critical.

Systems

- **Migration of CRM systems to Microsoft Dynamics 365**

The migration programme is well in progress, with the first migration completed in January 2026, four further successful migrations having taken place and two further migrations will complete in April and May. Original timetables shifted due to funding delays, technical complexity, and Microsoft's withdrawal of a key migration tool. Despite these external issues and delays, this work is essential to protecting business continuity and the security of our data, so continues to be prioritised.

- **Corporate Systems Transformation**

The Outline Business Case (OBC) for corporate systems (HR, Finance, Grants, Payroll) was finalised in autumn 2025, and work continues toward the Full Business Case (FBC) due April 2026. These new platforms and the aligned operating model implementation plans are critical to support an effective, efficient and fit-for-purpose civil service in Wales. A Ministerial decision on funding approval is expected October 2026, with implementation spanning 2–4 years.

Data

- **Improving Management Information**

Incremental improvements have been made, including Pobl dashboards and bespoke dashboards for initiatives like Desktop 2.0. However, AI adoption has consumed most Digital Data and Technology capacity, delaying broader data programme elements.

The Corporate Data Hub is under development so there is a single version of truth, so there is one authoritative, agreed, and trusted source of corporate data that everyone uses for reporting and decision making. This would be supported by new governance via a Task & Finish group reporting to Security Board. This will ultimately remove the need for manual reporting, enable greater interrogation of data, improve evidence of performance, and provide more timely insights.

3. CREATING A BETTER PLACE TO WORK

This workstream is focused on embedding organisational values, strengthening performance management, supporting inclusion and staff networks, and building sustainable workforce

- **Embedding our Values & Behaviours**
The new Staff Network Framework was launched, with governance and expectations clarified. The framework sets out what the networks do, how the organisation will support them and the network activity time that is available to chairs/co-chairs and other named members. The framework was produced cooperatively with both our staff networks and staff groups and agreed with our trade unions and other members of the Diversity and Inclusion Steering Group.
- **Performance Management**
A renewed “back-to-basics” approach has been embedded, requiring all colleagues to have at least three objectives for 2025/26. People Survey 2025 shows improvements in line management discussions, coaching and objective setting, alongside an increase in engagement to 68%. The results show a sustained, long term upward trends, with engagement and leadership scores improving across all Groups and now exceeding UK benchmarks, placing us close to our highest recorded levels. We will continue to learn from the results with deep dives are planned across groups in early 2026 to analyse the results further.
- **Resourcing**
Delegated authority for resourcing has now been devolved to DGs, enhancing accountability. The next phase is strategic workforce planning to align staffing levels and budgets to organisational priorities.

4. CONTINUOUS IMPROVEMENT & CHANGE

This workstream embeds continuous improvement (CI) culture, builds capability, promotes user-centred design, and ensures Welsh Government processes are practical and proportionate.

- The Continuous Learning and Improvement Plan is embedded in governance structures.
- Working with Nesta, Welsh Government is using a structured, evidence-led approach to innovation and continuous learning, moving beyond ideas into practical testing and iteration. Nesta brings expertise in designing, prototyping and scaling new ways of working, enabling Welsh Government to trial approaches in real settings, learn quickly from what works (and what doesn't), and build confidence before scaling change across directorates, embedding learning as part of how improvement happens, not as a one-off exercise.
- Our Future-Engage-Deliver (FED) Programme provides tools and techniques to help staff embed new behaviours and leadership habits and improve confidence in leading

change and engaging teams, with a focus on building effective relationships to deliver results. It also helps us to create a common language of leadership across the organisation.

- The One Big Thing initiative has strengthened AI capability government-wide.
- We launched Network Draig - a cross-organisation network for Team Support and Executive Officer colleagues, designed to connect people, share ideas and build confidence. It supports engagement, inclusivity and innovation through events, workshops, lunch-and-learns, mentoring, shadowing and career conversations, giving colleagues practical opportunities to learn, collaborate and drive positive change across Welsh Government.

5. DRIVING EFFICIENCY, ENHANCING GOVERNANCE & EMPOWERMENT

This workstream strengthens financial sustainability, efficiency, and corporate governance.

- **Efficiency Plan & Budget Accountability**
Rather than a standalone efficiency plan, efficiency improvements are delivered through the broader affordability strategy and through using the principles of Government Functional Standards in the delivery of our corporate functions, particularly in relation to HR, Finance and Grants. Delegation of budgets to Group Additional Accounting Officers AAOs) has strengthened accountability.
- **Standardisation & Improved Controls**
Government Functional Standards set out a shared view of *what good looks like* for key areas such as finance, commercial, digital and project delivery, providing a consistent framework for managing risk, accountability and continuous improvement in a proportionate way. Work is ongoing across grants, finance, HR and PPM to align day-to-day practices with these standards, strengthening controls, improving communication, and clarifying delegation and accountability. This enables more confident decision-making, clearer ownership, reduced duplication, and greater consistency in how work is delivered, while still allowing flexibility to respond to different business needs.
- **Governance & Business Case Standards**
We have updated the scheme of delegation and put in place stronger controls around project management and the production of robust business cases for all projects. The Government Online Skills Tool (GOST) has been rolled out (this is a skills platform which allows project delivery professionals to manage their career and capability development. It fully supports the [Project Delivery Capability Framework \(PDCF\)](#), which is used by over 12,000 project delivery professionals across Government), SRO training has expanded, and a new Project Fundamentals course has been piloted. Further development of project delivery capability is planned for 2026.