



John Griffiths MS  
Chair, Local Government and Housing Committee  
Senedd Cymru  
Cardiff Bay

3 November 2025

Dear John,

I am writing in response to your letter on behalf of the Local Government and Housing Committee. I am disappointed to hear that you believe the Welsh Government's response did not address the concerns raised in your initial letter about the Committee's inquiry into Digital Local Government.

I recognise that digital transformation enabled by AI is crucial to the effective delivery of our public services now and in the future. This is the reason that we have undertaken a series of improvements to our approaches to leadership, governance and delivery.

The Committee's letter raises concerns about buy-in at senior management and political levels within local government to digital leadership. The Welsh Government recognises the importance of digital leadership. We are working in partnership with the WLGA and have set out a clear vision for sector-led improvement articulated by the [Strategic Partnership Agreement](#). This Agreement, published in June, commits both government and local authorities to work collaboratively on a shared commitment to sector led continuous improvement, including through digital transformation. The Agreement includes a commitment to making digital, data and technology integral to decision making and to local government contributing to delivering the vision of the Digital Strategy for Wales: 'improving the lives of everyone through collaboration, innovation and better public services.'

Furthermore, the Agreement makes a commitment to work together to raise expectations in digital standards, collaborating to achieve the digital service standard in the delivery of public services to ensure customers realise benefits as a result. It commits to the delivery of services that work hard for the public, that are simple, and fulfil their duties to be understandable, accountable and democratic. On data, the Agreement recognises that visibility and transparency is key so links can be made between funding invested and outcomes delivered. To help achieve this the WLGA facilitates Communities of Practice, sector-led webinars, and collaborative transformation events, ensuring that lessons learned from previous IT and digital programmes are shared and embedded across local government.

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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.

From a political leadership perspective, the WLGA Spokesperson for Data, Digital and Improvement is to chair a new local government Board for sector-led improvement. The Board's remit includes approving integrated work programmes, monitoring progress and ensuring alignment with the Digital Strategy for Wales.

The Local Government Chief Digital Officer (CDO) also plays a pivotal leadership role, supporting local authorities to deliver digital transformation projects, developing leadership capability, and sharing innovation across the sector. She is supported by the Local Government Digital Advisory Group (DAG) which has membership of all local authorities in Wales. Due to the potential impact and importance of AI in local government DAG has already established a subgroup looking specifically how AI can be used to best effect.

The LG CDO performs her role through working closely with the CDO for the Welsh Government, the CDO for Health and Care and the Centre for Digital Public Services (CDPS). Much of CDPS's work is about delivering and embedding digital assets and services such as standards, assessments, guidance and training which can be used by all parts of public services in Wales, including local government.

Your letter raises concerns about data sharing across public services when implementing IT programmes and digital services successfully. The Welsh Government and WLGA have agreed a digital and improvement plan, supported by £2.15m in 2025-26, which includes work to raise data standards, agree sector-wide datasets and enable benchmarking.

Also on improvement, Data Cymru will shortly become part of the WLGA. This will create opportunities to develop and enhance WLGA's support for local authorities with data and digital underpinning improvement and policy work.

Our goal is to embed robust, system-wide DDaT governance across the health and care system in Wales, to drive transparency and early, active engagement and collaboration from all partners, from strategy and policy development through to operational delivery. This approach to DDaT Governance is designed to ensure consistency, accountability, and alignment with recognised industry standards, creating conditions for sustainable digital transformation. The new governance model is now in its final stages of implementation, with the DDaT Leadership Board established and providing system leadership and acting as the central decision-making forum. Supporting structures, including clear standards, defined roles, and transparent performance monitoring mechanisms, are in place to enable whole system performance assurance.

In relation to digital leadership in social care, the Digital in Social Care (DiSC) Framework, launched on the 23 October setting out our ambition to digitally transform social care services. The framework aims to improve outcomes for individuals through better use of data and technology, enable seamless care through integrated digital systems and support the workforce with tools that enhance efficiency and reduce duplication.

Having a skilled, digitally capable workforce is critical to the successful digital services. There is evidence of progress in building digital leadership capability within health and care. Health Education and Improvement Wales (HEIW), for example, has taken a leading role in advancing digital and data capability, embedding digital skills into workforce development, and supporting the implementation of the National Digital and Data Strategy for Health and Social Care. HEIW has expanded its digital training programmes, introduced a Digital Capability Framework, and developed resources to support the safe and confident use of emerging technologies such as artificial intelligence.

Health Boards and Trusts are also creating a digitally ready workforce by focusing on digital skills development. Such activities are complemented by existing work to develop clear delivery metrics and strengthen the alignment of digital leadership with national health priorities.

Your letter raises some specific questions in relation to existing activity in health and care.

On the replacement for the Welsh Community Care Information System (WCCIS), the Connecting Care programme is complex and multi-faceted. The programme is advancing, enabling Welsh health boards and local authorities to adopt interoperable digital systems in preparation for an Integrated Care Record for Wales. A Connecting Care Sponsorship Group, reporting to the DDaT Delivery Board, provides cross-sector assurance.

On Digital Health and Care Wales (DHCW), I know a series of measures have already been implemented to strengthen leadership, governance, and assurance. DHCW is working closely with the Welsh Government, Health Boards, and Social Care partners so that programmes are co-designed, clinically informed, and deliver sustainable benefits for all.

The Committee's letter asked for more information in relation to move of the CDPS into the Welsh Government. The Cabinet Secretary for Economy, Energy and Planning took this strategic decision to help to simplify and strengthen the system. It will create a consolidated digital centre in government as well as give visible Ministerial mandate for public service digital transformation. It will bring together people who shape policy and those who deliver it. It will facilitate greater integration between teams whilst maintaining digital and AI skills and expertise.

The Cabinet Secretary has also established the Office for AI and the Strategic AI Advisory Group to drive forward AI across public services in Wales.

I know the Cabinet Secretary expects the new strengthened digital centre within the Welsh Government to continue to provide cross-sector leadership and advice on standards, guidance, service assessments and training as well as helping public sector bodies themselves deliver their own transformation programmes. We believe that the digital commitments in the Strategic Partnership Agreement, establishment of the new Improvement Board for local government by the WLGA, bringing the CDPS into the Welsh Government, establishing the Office for AI and strengthening governance in health and care provide us with a strengthened focus on delivering the ambition of the Digital Strategy for Wales.

As you would expect, Welsh Government officials are working closely with those in the CDPS to ensure a smooth transition by 1 April 2026.

A handwritten signature in black ink, appearing to read 'Eluned Morgan', written in a cursive style.

**Eluned Morgan**