



Llywodraeth Cymru
Welsh Government

Board Meeting: 20 June 2014

AGENDA ITEM: 5

Title of paper:	Updating our Capability Plan
Purpose of paper:	The Capability Plan for the Welsh Government was published in October 2013. Since then, the landscape in which the organisation operates has evolved. Building on the good work already undertaken, the proposal is to engage with the business to review the capabilities that the organisation now requires to meet future Ministerial priorities.
Action required by the Board:	The Board is asked to agree and support the proposed approach to update the Capability Plan.
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1. Background

The Capability Plan and formation of Corporate Learning & Development Team

- 1.1 The Capability Plan for the Welsh Government was published in October 2013. This describes an integrated approach to capability development that recognises the connection between business planning, flexible resourcing and continuous learning and development (L&D) to provide the workforce with the skills and attributes that they need to perform their jobs effectively.
- 1.2 In January 2014, AcademiWales' portfolio separated between activities relating to the wider Public Sector and activities relating to the Welsh Government. Any L&D activities relating to WG, including the coordination of the Capability Plan, were assigned to a new Corporate L&D Team. The priorities for the Corporate L&D Team for 2014-15 are provided at Annex 1. It is within this wider context and the evolving landscape that the proposed approach needs to be considered.
- 1.3 This paper sets out the approach that the Corporate L&D Team is proposing to update elements of the Capability Plan.
- 1.4 The Board will wish to note that the UK Government has recently updated their Capability Plan.

2. Issues for consideration

Progress since October 2013

- 2.1 The People Survey, published after the Capability Plan, highlighted a number of positive areas. The organisation's overall engagement score increased by 3 points from 2012 (64%), the vast majority of staff reported being interested in their job (94%) and having the skills to perform their jobs effectively (90%). There were some concerns raised from the Llandudno Junction office in relation to accessing L&D opportunities. In response to these concerns, a new demand-led booking system has been developed to better capture and respond to learning needs in that area. We will continue to work with the SRO and the Learning and Development Advisers at the Llandudno Junction office to keep improving access to learning.
- 2.2 Some good progress has been made against the implementation of the Capability Action Plan. Recruitment processes have been simplified by the introduction of new arrangements for moving in and around the Management Band and an upgrade of the online recruitment system is currently underway to better support those processes. The *Solutions* flexible-resources model has been strengthened with the ability to flex resources in 2014-15 according to need and budget. A toolkit to support talent management will soon be made available to line managers; the Programme of Learning has been refreshed to include new offerings for team engagement and personal development in line

with recommendations from Investors In People; Welsh Language training provision has been redesigned to support the forthcoming Welsh Language Standards, and the Legislation Education Programme is well underway with its eighth cohort completing the training.

- 2.3 Other activities are still under development with pilot work being planned or currently underway in relation to testing a new model for workforce planning, a tool for skill self-assessment, an approach to talent management, and an Interchange Programme with the National Assembly for Wales Commission.

Evolving Landscape

- 2.4 The landscape in which the organisation operates is constantly evolving. To ensure that the Capability Plan is tailored to address present and future business needs, we propose to engage with different business areas, including professions and Trade Unions, to identify the capabilities needed to meet future Ministerial priorities within each Department, as the relevance of certain skills may differ.
- 2.5 The engagement will include discussions on Mandatory training with a view to reducing the number of courses that are made mandatory (to be agreed with the business) and empower managers to use their judgement in what they think the individual (or group of individuals) need. Operations Group supported this direction of travel, which was presented to them at their meeting on 11th June.
- 2.6 Learning and development offerings will then be reshaped to support any new emerging priorities.
- 2.7 We also propose to work closely with Senior Civil Servants to define in greater detail their role and responsibilities, explore what they believe are the main skills and attributes needed to perform their role effectively, and what learning opportunities they feel they need to support them in their roles.
- 2.8 We will build on the recent engagement with professions to establish any specific capability needs within their areas and we will consider results of pilot work in relation to talent management, workforce planning and a self-assessment tool.
- 2.9 Annex 2 summarises the proposed action plan supporting the update of the Capability Plan.

3. Risks

- 3.1 If we do not identify in a timely fashion the capabilities required to deliver future Government priorities, we may have insufficient time to train staff to respond to new emerging priorities.

4. Communication

- 4.1 The Corporate L&D team will engage with Directors General and their SMTs to discuss the aims and process of engagement to refresh the Capability Plan.
We will also work closely with departmental Strategic Learning & Development Advisers to gather relevant information and drive engagement.

5. General Compliance Issues

- 5.1 There are no compliance issues associated with this paper.

6. Recommendations

- 6.1 The Board is asked to **agree and support** the proposed approach to update the Capability Plan. The intention is to bring an updated Capability Plan to the Board for approval following engagement and the results from pilot work in December 2014.

Date submitted to Secretariat: 12 June 2014