

Fit for Future Generations

Opportunities for collaboration with the Office of the Future Generations Commissioner for Wales

1. Background

The Well-being of Future Generations Act came into force in April 2016. Considered as an internationally ground-breaking piece of legislation, it requires public bodies to meet today's needs without comprising the ability of future generations to meet their own needs. It requires public bodies to apply sustainable development principle (the five ways of working) to their decision making – planning for the long term, prevention, integration, collaboration and involvement. It also requires public bodies to design objectives which will maximise their contribution to seven national well-being goals (details in Appendix 1). It is widely agreed that, to meet the requirements of the Act, large scale cultural change will be needed across the public sector. Public bodies will require support and constructive challenge as well as practical help to change the way they do business and avoid the Act becoming a tick box exercise.

2. The role of the Future Generations Commissioner for Wales

To deliver her duties to promote the sustainable development principle, the Future Generations Commissioner for Wales has been given a range of powers to provide advice and assistance to public bodies (PBs), Public Service Boards (PSBs), the Auditor General Wales or any other person who is taking steps that will contribute to the well-being goals. With limited resources to fulfil her duties, she is developing a defined 'Fit for Future Generations' approach which provides a clear work programme, a rationale for supporting these people and bodies on using the five ways of working to transform 'business as usual' and a method of sharing learning, good practice and skills across Wales. It also fulfils the Commissioner's commitment to work with and alongside public bodies to help them own the organisational cultural change that is required.

3. What is the need?

The Commissioner has a number of statutory duties set out in the legislation. In the short-term, (from approximately May 2017 to November 2017) the most significant is the duty on Public Service Boards to seek the advice of the Commissioner on the preparation of their local well-being plan and the steps they must take to meet the objectives contained within it and the duty on the Commissioner to provide that advice within a 14-week period.

In order to fulfil this duty in the short medium and long-term and following extensive engagement with the 44 public bodies subject to the Act, and other organisations with an interest, we are developing a better understanding about the needs of the public bodies and others so that they can deliver on the requirements of the Well-being of Future Generations (WFG) Act.

The identified needs so far include:

- Understanding what good could look like when maximising their contribution to the well-being goals and applying the five ways of working – achieving the ‘Art of the Possible’;
- Overcoming system barriers that inhibit their ability to do this;
- Recognising how the Act can assist in making sense of the other statutory responsibilities and duties on public bodies;
- Connecting people and bodies with knowledge and support to help experiment, constructively challenge and disrupt traditional approaches whilst identifying innovative solutions;
- Support in developing their confidence in applying new ideas and approaches.

4. The proposed response

In order to fulfil her duties and her commitment to work alongside public bodies the Commissioner is proposing a number of approaches designed to support implementation of the Act. Work will initially be focused around providing advice on well-being planning during the 14-week period before developing the programme of support further. (the proposals for the programme in the medium to long term is illustrated in Fig 1):

- **Focused sessions on well-being planning** with Public Service Boards (at officer and leadership level) during the 14-week period exploring, what good objectives looks like, the steps that could be taken to support the five ways of working and focus key challenges and policy areas
- **Live labs** working directly with some public bodies/Public Service Boards to walk through specific issues or challenges and apply the lens of the Well-Being Future Generation Act to solving them. This is likely to be concentrated in areas that the Commissioner has set as her priorities (currently being determined following comprehensive involvement of a range of stakeholders) – for more information see the draft Priority Paper: [Click Here for Priority Paper](#)
- Building a **Cloud of Innovators** who can support this work – a bank of experts across a range of areas who have delivered practical solutions in their area of expertise to help address the challenges economies, communities and public services face. We are looking to identify innovators who will challenge traditional thinking and help public bodies to identify new ideas and solutions which contribute to the national well-being goals. We want to bring a good cross section of innovators from different areas of expertise to work with public bodies and help them challenge existing boundaries and silos and meet the Act’s aspiration on integrated policy-making e.g. the scope for digital and/or environmental solutions to tackle long term health challenges such as obesity.
- Practical guidance for all public bodies through the **Art of the Possible** which will aim to explain the goals for public bodies, drawing on knowledge, skills and expertise from a wider network of organisations and academia. The work stream will also explore examples of good practice, highlight innovative solutions and consider how contributions to the goals can be maximised through the application of the five ways of working.

Work to develop the Cloud of Innovators and the Live Lab approach is ongoing but the Commissioner is seeking to move forward on the ‘Art of the Possible’ work stream and identify potential partners who can support it.

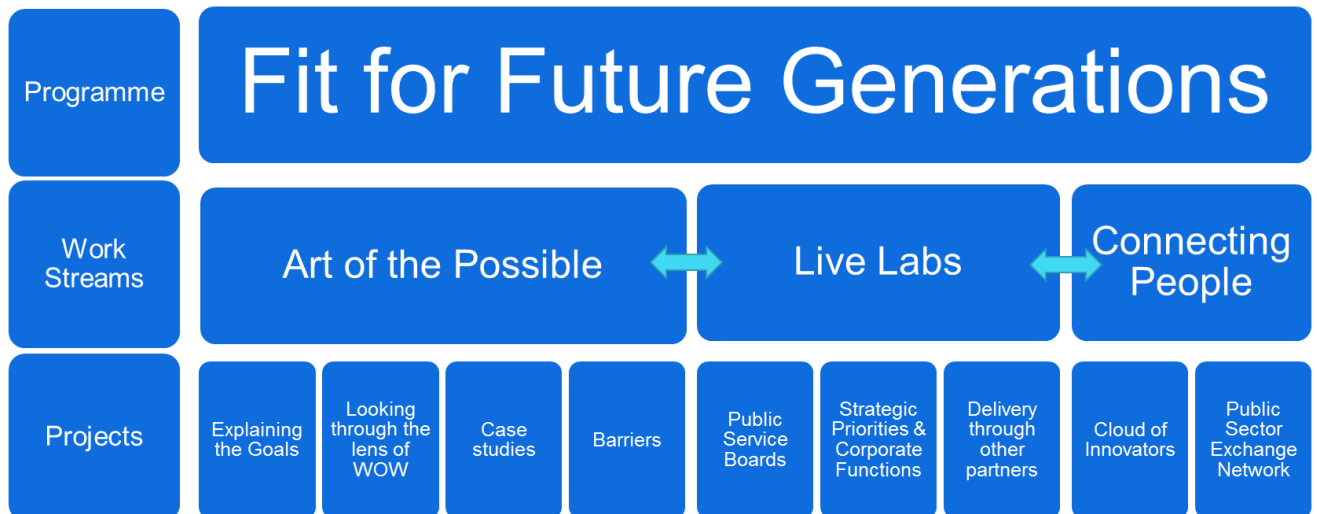


Figure 1

5. The Art of the Possible

Based on the partnership model that has been developed to facilitate this work for the goal of ‘a globally responsible Wales’, we are seeking ‘Goal Conveners’ to facilitate stakeholder input through a range of mechanisms for each goal. These ‘Conveners’ would be a series of posts seconded to the Office of the Future Generations Commissioner for Wales from partner organisations, with particular interest in the goals, with the aim to help explain each of the goals for public bodies.

The ‘Goal Conveners’ and stakeholder groups will:

- Convene a group of experts, academia, people apprentices and stakeholders to develop a body of resources that explain the practical implications of each of the seven goals for public bodies;
- Frame explanations for each goal in the context of the five ways of working so resulting resources support public bodies in the application of the sustainable development principle;
- Collaborate with other conveners, partnerships and colleagues in the Office to ensure integration across the seven well-being goals and with other projects; Focus their work across the seven corporate functions to ensure they are creating a resource that practically supports public bodies;
- Explore the systemic and other barriers that constrain public bodies from acting in accordance with the Act;
- Collate a portfolio of practice and resources that can be used by public bodies and the Office to further inform the Commissioner’s challenge areas and priorities for her term.

6. Partnership opportunities

In accordance with the involvement and collaboration principles in the Act, the Commissioner is seeking to develop this work in partnership with key stakeholders who have an interest and expertise in specific well-being goals. There are many organisations across civil society, business, academia and beyond who have an interest in shaping how our national well-being goals are taken forward. Working with the Commissioner’s remit will provide an opportunity for organisations, with an interest how policy making and public service delivery in Wales, to inform the approach and

contribute to the guidance issued by the Commissioner. There are three areas where she is looking to develop partnerships:

- In inviting expressions of interest for secondments for staff from relevant sectors to lead the work on each goal as 'Goal Conveners' (one for each goal). It is proposed that this would be an 18 month secondment which would ideally be jointly funded by the Commissioner and seconding partner organisation, specific terms for this arrangement could be discussed with the secondee and partner organisation.
- Development of key academic contacts to work alongside the 'Goal Conveners' providing input and support around the evidence base around each of the goals and helping to identify what works. There is no funding attached to this element but the Commissioner is interested in identifying opportunities for working with academic institutions who want to demonstrate impact and influence around the practical implementation of the legislation and development of new policy approaches across Wales. This could be a good opportunity for postgraduate students to contribute to practical implementation of their area of research or for joint funding bids.
- Involvement through feeding in knowledge, expertise and insight through a range of opportunities during the duration of the programme, to inform the development of the guidance of the well-being goals and the practical implications for public bodies and Public Services Boards.

This is not an exhaustive lists and other suggestions on areas for effective collaboration and partnership are welcomed.

7. People's perspective

In keeping with the principles of involvement contained within the Act and the Commissioner's commitment to better understand the lives people lead so that policy making and service delivery can be more effective, a key feature of this work is the concept of a set of 'People's Placements'. This will involve recruiting 2/3 people from communities throughout Wales to work directly with the 'Goal Conveners'. The proposal intends to pilot a new approach which will aim to target people who can bring the lived experience of target groups in to this work and shape it accordingly, not just through focus groups, consultation and engagement but by directly working on the programme. The People's Placement will be recruited not for skills or previous work experience but for their lived experiences and will therefore need to be provided with training and support to ensure that they are able to fulfil their role effectively. Further dialogue is taking place with expert organisations to form this part of the proposal further.

8. Outputs and products

The work stream will develop resources for use by the Office of the Future Generations Commissioner for Wales and public bodies to assist them in the practical application of the well-being duty:

- Case studies on good practice;
- Narrative on the systemic barriers faced by public bodies;
- Enhanced network relationships with key stakeholders;
- Increased capacity and capability in public bodies and Public Services Boards to develop, review and implement well-being objectives and steps.

The outputs and products from this work stream must provide reciprocal value for the other streams in the 'Fit for Future Generations' Programme and other Office of the Future Generations Commissioner for Wales programmes such as:

- Work on policy priority areas (when finalised in July);
- Network of experts and academics;
- Cloud of Innovators – and live labs
- Public Sector Exchange Network;
- Tools and a tool box for supporting transformation;
- Off-the-shelf capacity building resources such as webinars, blogs, vlogs, briefing sheets.

9. Ways of working

A critical element of this work is applying the lens of the five ways of working as a set of design principles.

Long-term

The scope for each of the goal explanations should have a long-term, generational horizon. The potential to link this piece of work with future scenario work should also be explored.

Integration

As the descriptors for each of the goals emerge, how the goals impact on each other and the interdependencies between the different goals will need to be examined. Case studies should demonstrate solutions that show how public bodies can contribute to more than one goal and deliver multiple benefits.

Involving

Bringing the 'voice' and the 'lived experiences' of the people in Wales in how the well-being goals are articulated is a critical element to this work. 'Art of the Possible' offers the opportunity to pilot a 'People's Placement' model, employing ordinary people in a meaningful and empowering way to work alongside the convening officer. The programme will require alongside this use of a range of other methods and techniques for building in citizen voice.

Collaboration

This work stream provides an opportunity to convene a range of wide key stakeholders around each of the goals. The work stream will also need to consider how we collaborate with public bodies through the Live Labs or wider public sector and how we can build on the academic input from Cardiff University and other academic institutions.

Prevention

The scope for each of the goals will need to provide information to the possible root causes of some of the problems/challenges.

10. Plan and Timelines

It is anticipated the projects will take 12-18 months from 1st April 2017. A draft for the different stages is outlined below. These phases do not run consecutively and can overlap and it is expected that agile approaches to project management will need to

be adopted to allow for early benefits to be realised, and to swiftly integrate learning from the different elements of the work stream as it progresses.

Phase 1: Project conception and development (3 months)

- Project Scope including evaluation criteria;
- Agree project management governance framework;
- Establish agreements with partner organisations;
- Allocate resources;
- Appoint Conveners and 'People Placements'.

Phase 2: Project implementation (9-12 months)

- Explaining the goals;
- Lens of five ways of working (WoW);
- Case studies;
- Identifying barriers;
- Communications English plan.

Phase 3: Project closure (2-5months)

- Production of materials for on-going dissemination;
- Learning links to other organisations and/or pieces of work;
- Project review and evaluation;
- Future steps.