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**Future
Generations**
Commissioner
for Wales

The Future Generations Report 2020

-

Executive Summary



Let's create the future together

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About the Future Generations Report

Producing a Future Generations Report every five years, which provides an assessment of the improvements public bodies should make in relation to their well-being objectives, is a statutory duty of the Future Generations Commissioner. But more than just meeting a 'duty' this report is designed to explain clearly and in many different ways what improving our collective well-being in accordance with the Act is all about.

I want to celebrate our achievements so far and I have included numerous examples of good practice already taking place throughout Wales. However, I will also call out where progress is falling short and point at all the opportunities which we should not miss in the present or immediate future.

This report provides practical advice, guidance and tools for public bodies grappling with making the aspirations set out in this groundbreaking law a reality for people in Wales. It is also intended to inspire action by showcasing big and small actions that are taking place in Wales and across the world.

Throughout the report you will find the following sections directed towards:

- Welsh Government – recognising the particular leadership role they have
- All public bodies and boards covered by the Act (including Welsh Government)

Recommendations

These are 'what' Government and other public bodies should do in terms of their policies and approaches. They are what I consider to be the most significant things that should be done in the next five years to help us reach the well-being goals. There are specific recommendations directed towards Welsh Government in each chapter and others directed towards public bodies.

The recommendations directed towards public bodies in each chapter are mostly taken from my 'Art of the Possible'

Programme and the 'Journeys' to each of the goals. This guidance was published in 2019 and contains practical examples and steps in areas public bodies should focus on in meeting the well-being goals.

Stop/Start

These relate to 'how' public bodies should do things. They largely focus on the five ways of working, the process for our decision making, for implementing policy and delivering services, and how the machinery of the public sector works.

Advice on setting well-being objectives

I am required in this report to provide advice to public bodies (for the first time) on the setting and meeting of well-being objectives. Public bodies are required to take this advice into account when next setting or revising their well-being objectives. This advice applies to all public bodies covered by the Act including Welsh Government.

Big Ideas

Throughout this report you will find Big Ideas of how we could do things differently. They are taken from some of the best examples from Wales and across the world, and many have been fed in by the people of Wales. They aim to inspire public bodies, the voluntary sector, businesses and communities to try new things.

Some of these ideas are also the things we would want political parties to embrace in their manifestos for the next Assembly or local government elections, and over the coming years. I will be working to inspire politicians to adopt the most progressive of policies to secure the best future for Wales.



Chapter 1 - The vision

Why does well-being matter?

The '2010's will surely be remembered as the decade of global disruption. And if the first few months of 2020 are anything to go by, living in a fast-changing, uncertain world looks sure to become our new reality. Throughout the 2010s, the shackles of the status quo began to loosen, with events like the EU referendum, alongside advances in technology, a global climate emergency, record migration levels and an unstable global economy, posing uneasy questions for politicians and public alike.

Questions about the future have filtered into all aspects of our daily lives, forcing us to constantly re-evaluate and question what lies ahead.

Many countries are looking to improve the lives of future generations and are exploring the ideas of Ombudsmen, Commissions and well-being budgets. However, Wales remains the only country currently to have legislated for the rights of future generations.

We need to ensure we are preventing problems while seizing all the opportunities our changing world presents us with as Wales has also inherited some of the highest rates of inter-generational poverty, childhood obesity and inequalities throughout the whole of the UK.

“When politicians fail to look beyond the next election – or even the latest tweet – they are neglecting the rights of future generations.”

Roman Krznaric



The Well-being of Future Generations Act provides an opportunity to change that – and to leave behind a legacy we are proud of. It was the passing of the Act in 2015 that led the United Nations to say, ‘what Wales is doing today, we hope the world will do tomorrow’, recognising the ways in which Wales’s legislative framework complements international initiatives like the United Nations Sustainable Development Goals.

Our groundbreaking legislation is beginning to make an impact. I can see that there is a growing movement of change, with people who believe in improving the social, cultural, environmental and economic well-being of Wales daring to deliver differently within their own organisations and wider, often amidst a backdrop of political uncertainty, continued austerity and of course now the seismic disruption caused by COVID-19.

I am seeing individual champions of the Act, and its ways of working, change the way transport planning is being done in our capital city, reforming the way we think about keeping older people well, shifting beyond delivering ‘services’ to focusing on what matters to them. I’m seeing politicians reject the status quo of addressing congestion through building more roads, instead looking for solutions which are better for the well-being of people and planet.



I am seeing the framework of the law driving contracting decisions so that investment in a new rail contract is done in a way that will also help tackle poverty through provision of cheaper fares in more disadvantaged areas, will use a supply chain of social enterprise and will be using energy sourced in Wales. I am seeing national policy change to support well-being, climate resilience and restoring nature, with placemaking being the core principle in how we plan, design and build communities. I am seeing the roll out of a new education curriculum in which young people will be supported to be creative, enterprising and ethically informed citizens. But while things are changing, more needs to happen across the public sector to make the well-being goals a reality. Where good things are happening, they appear to be pieces of a jigsaw that don't always fit into the wider puzzle of the organisational approach.

We are off to a solid start but now, more than ever, is the time for our Government and all public bodies in Wales to demonstrate how they are using the Act to frame everything they do and how they are acting today for a better tomorrow.

The challenges ahead

Futures thinking might sound like something that falls between astrology and analysing probabilities, but it is an essential practice if we are to meet the challenges facing our future generations. Thinking generations ahead is the norm for some cultures. The Iroquois, for example, are urged to live and work for the benefit of seven generations into the future (approximately a 140-year time span). 25 years might sound like a long time,

but when you realise 25 years ago was only 1995, you realise how hard it is to plan 25 years ahead.

As this report is published we are living through very difficult circumstances. From the pressure on public services, the devastating loss of lives, isolation from loved ones and the potential for long-term damage to the economy, jobs and livelihoods. Despite this, I am also seeing some excellent practice emerging in how public bodies are responding. Many of these responses are in line with the aspirations of the Well-being of Future Generations Act – the partnership working, engagement with the private sector to find innovative solutions, new ways of working and increased use of technology in delivering services, the decrease in carbon emissions, and the programmes which are working with communities to provide services, are particularly notable.

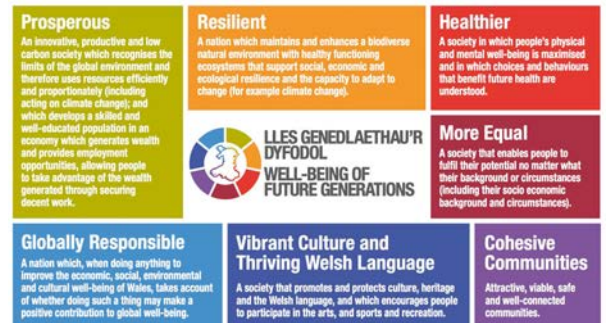
As the impacts of COVID-19 continue to demonstrate, Wales is part of a global community and is susceptible to trends experienced across the rest of the world such as our declining natural world, climate change and resource scarcity, evolving population and demographic changes, poverty and inequality, and technological change. See my full report for the detailed global trends and their foreseen impact on Wales.



The Wales we want in 2050

The whole Future Generations Report details the vision set out in the well-being goals and this section gives a glimpse of what Wales could be like if we achieved such goals.

- Our businesses, public services, voluntary sector and government have worked together to achieve the goals of the Well-being of Future Generations Act and Wales is a zero-carbon country.
- We have replaced our traditional health system with a holistic wellness service. We still have hospitals, A&E and centres for treatment of accidents and disease, but the major focus is on prevention and keeping people well.
- We have more access to green space and feel more connected to the environment, with people feeling empowered to improve their own health and well-being.
- Technology has helped to keep people healthier for longer and advancement in genomics helps us predict and prevent illnesses before they occur.
- Housing in Wales is a basic human right. Our homes are energy-efficient, with more generous space standards and adaptable interior structures, and are resilient to climate change.
- Technology is integrated throughout our homes, making our lives easier, especially for those with additional support needs. Our overall health and well-being is improved because of this better housing, and our communities are more vibrant and cohesive.



- Culture, the arts, and recreational sport are a part of all of our every-day lives; helping to enrich us and keep us well. The Welsh language is thriving, with over 1 million people in Wales speaking Welsh daily.
- Our planning system allows for green space, renewable energy generation and water management, allowing our natural habitats to thrive. Biodiversity in Wales is flourishing, and everyone has access to green space.
- Through a placemaking approach, planning is no longer seen as something that stops at the border with another local authority, and the system is integrated.
- In terms of our waste, we have moved from a model of use and disposal to one where we reduce, repurpose, recover and regenerate in new ways to create new products.



The Wales we want in 2050

- Tackling adverse childhood experiences is deeply embedded in the culture of Welsh public services and the number of children living with adverse childhood experiences is extremely low. The system helps the person and no longer simply deals with a specific issue.
- The population of Wales enjoy quality jobs that are future-proofed for the global economy; lifting people out of poverty and enabling them to reach their potential.
- Digital connectivity, particularly in rural communities, has helped people reduce the need to travel, improving work-life balance and has enabled people to readily access the universal, basic services and lifelong learning opportunities they need that support everyday life, regardless of where they live. There will be strong community and cultural networks.
- Our salaries are no longer seen as a measure of our value. Schools teach us skills for life, and we spend more time outside, being creative and learning transferrable skills.
- Technology frees up more time for us to do the things we enjoy and employers value life-long learning. People are empowered by a sense of purpose to do the things that matter to them and there is equality of access to all careers.
- Our transport system is integrated, flexible and multi-modal. It is fully accessible and affordable, whilst being zero-carbon. We spend less of our time commuting to work and we are able to spend more time with our families or doing the things we enjoy.



Where next?

Fortunately, the future is not fixed. The actions we take, or don't take, today, make a difference to the future we see tomorrow.

While there are a lot of unknowns, uncertainties and unforeseeable surprises just around the corner, there are also a lot of opportunities, new ideas, passion and a vision. We can take Wales towards the future we want.

I am encouraged to see the many ways public bodies, businesses, the third sector and communities are already taking action to take us towards the Wales We Want. Across Wales. Across the World.

By taking bold decisions and actions now we can ensure that our children and our children's children have a happy, healthy and secure future ahead of them. This is our national vision for Wales in 2050.

Each chapter of this report provides details of what this common statutory vision entails as well as providing advice on how we should be getting there.

This report seeks to provide the inspiration, ideas and recommendations to help us all meet this vision and create the Wales we want for current and future generations.



Leadership and implementation of the Act

Part 1 - Changing our public sector culture

For Wales to realise the aspirations of the Act, public servants need to be braver, broader-thinkers and collaborate better together and with other sectors.

The Well-being of Future Generations Act is the greatest cultural change programme the Welsh public sector has ever gone through. Any cultural change takes time, but changes of the magnitude envisaged by the Act will inevitably mean that this is a long-term mission rather than a short-term fix – or as I often describe it, an expedition rather than a journey.

My duty to monitor and assess the progress public bodies are making towards their well-being objectives involves me understanding whether the culture of organisations is changing in line with the aspirations and legal requirements of the Act.

The findings of Audit Wales and the Auditor General are a crucial source of evidence for me in understanding the improvements public bodies should make to apply the sustainable development principle. Given our respective roles under the Act, we have worked together to publish our reports and the Auditor General's report should be read in conjunction with this chapter.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Objectives in Chapter 4, but in setting their objectives all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should always:

- Undertake horizon scanning exercises to think, plan and resource for the long-term future with others in collaboration – public, private, voluntary sector and members of their community. Welsh Government should help by establishing a targeted resource to help public bodies build capacity in long-term thinking, planning and futures techniques.
- Use the first part of the ‘double test’ to identify ‘what’ they should do to maximise contributions to the well-being goals.
- Set a long-term vision. Consider what success looks like for that objective in five, ten, fifteen, twenty and twenty-five years; and identify appropriate milestones and measures – considering the national milestones set by Welsh Government.
- Move towards better involving people throughout the decision-making process from defining a problem to delivery and evaluation, being open to real change as a result. Welsh Government should help by undertaking a review of the statutory guidance of the Well-being of Future Generations (Wales) Act 2015, to build in a specific mechanism for the public to be involved in the work of public bodies – learning from the Scottish Community Empowerment Act.



In considering their steps, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Test everything they do according to the Act's 'double test' of the 'what' and the 'how'.
- Collaborate with others and involve people to find the problems they need to prevent, understanding whether they fall into primary, secondary or tertiary prevention; using evidence to identify the best possible preventative interventions that maximise contribution to their objectives.
- Public Services Boards and public bodies should be seeking ways of more effectively collaborating and integrating their work with others such as town and community councils and national public bodies; and identifying opportunities with others such as registered social landlords, the private sector, trade union representatives and further and higher education in delivering their well-being objectives and steps.
- Set out much clearer steps to meeting their well-being objectives – reflecting what contribution each department will be taking to these steps.
- Clearly align financial planning and decisions across the seven corporate areas of change to the achievement of their well-being objectives. The vision provided by well-being objectives should provide a longer-term plan of funding and corporate plans/well-being statements should set out how spending plans will seek to finance their steps.
- Provide evidence in their well-being statements/plans/corporate plans and annual reports on how applying the Act to the corporate areas of change is informing the steps they are taking to maximise their contribution to the goals.

In testing and demonstrating how they are applying the Act, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Ensure they move beyond paper-based exercises, increase staff understanding and provide constructive challenge to show how the five ways of working have been applied, specifically how contribution to the goals and objectives can be maximised.
- Build challenge from other departments, experts and stakeholders into their internal decision-making processes.
- Develop their corporate centre and processes in line with the requirements of the Act, but also encourage innovation and culture change. All public bodies should be using and demonstrating use of resources like the Future Generations Frameworks, designed to help public bodies consider their proposal or decisions in the context of the Act. (See resources).
- Adopt the definition of stages of prevention and preventive spend and allocate spending accordingly within financial planning and risk management.



In supporting cultural change, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Starting with Welsh Government, adopt a model of well-being budgets. While our legislation requires us to look at the whole budget, a positive place to start this transition would be with ‘new money’.
- Galvanise efforts and building a movement of change, placing well-being and kindness at the centre of public policy.
- Involve their workforce in meeting their well-being objectives; start with their own actions, their teams, departments and whole organisations; to meet the national well-being goals.
- Put in place arrangements to ensure staff understand how and why the Act should be applied.
- Support opportunities to collaborate, second staff to other organisations and make joint appointments.
- Take action to diversify their workforce and put in place arrangements to draw on their lived experiences. (For more detail please see Chapter 2 recommendations to Welsh Government on the ‘Real Life Fast Track’).
- Ensure scrutiny committees, boards, and Audit and Risk Committees have received training on the Act and are using the Future Generations Framework for Scrutiny. (See resources).
- Ensure that they have mechanisms in place to involve children and young people in their decision making processes.
- In the same way that public bodies seek to appoint people with expertise on finance, risk, governance and human resources; an appropriate number (at least one for every board) of public appointments should be made where specific expertise and detailed understanding of the needs of future generations is a specific requirement.
- Be brave in calling out behaviour in partnership environments which does not embody the five ways of working; and should be supported by Welsh Government, the Future Generations Commissioner for Wales and other appropriate agencies to address this.



In measuring their progress, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Starting with action from Welsh Government, public bodies should align their corporate planning, performance management and reporting with the requirements of the Act, encouraging planning that focuses on long-term and prevention.
- When set, use Welsh Government [national milestones](#) to define appropriate success measures for achieving well-being objectives and steps in five, ten, fifteen and twenty-five years' time.
- Consider a similar method to the setting of national milestones, to define appropriate success measures for achieving well-being objectives and steps in five, ten, fifteen and twenty-five years' time.
- Find ways of measuring the success of initiatives based on well-being to encourage integration, preventative thinking and collaboration.
- Invest in building a movement of change, identifying and breaking down barriers to implementation and promoting wide understanding of how each part of their organisation contributes to the national mission of the Act - improving the well-being of future generations.

Where are we now? My assessment of the progress made by public bodies in implementing the Act

Innovation

The Act is bringing about some excellent innovation. I am seeing a growing movement of change, with people daring to deliver differently to improve economic, cultural, social and environmental well-being. For example...

Solar power for future generations

[Monmouthshire Council](#) have developed a solar farm on council-owned land. The Council is contributing to A Globally Responsible Wales, A Resilient Wales, A Prosperous Wales and A Healthier Wales by setting an objective to 'Maximise the benefits of the natural and built environment for the well-being of current and future generations'.

The council say the farm can generate enough electricity to power around 1,400 homes and also save over 2,000 tonnes per year of CO₂ by generating clean, renewable energy.



Lansbury Park

Caerphilly Public Services Board are radically changing their approach, by taking a place-based, collaborative approach to focusing services and regeneration in high areas of deprivation, such as Lansbury Park. In targeting regeneration funding at the homes and neighbourhood of the area, organisations have involved people, listening to their issues, concerns and reasons to celebrate the community. The Public Services Board involve the community in delivering their well-being objectives. For example, parents and children producing books designed to inform carers, teachers and children about the effects of adversity experienced in childhood.

This is a good example of a Public Services Board considering both what they do in line with the Act and then applying the principles of the Act to how they do it.



Finding new ways to solve problems

South Wales Fire and Rescue Service and Natural Resources Wales have demonstrated the power of collaboration, integration and involvement by seeking to work towards their objective to 'Reduce the number of deliberate fires'.

A range of methods have been adopted, but the '[Healthy Hillside](#)s' project in collaboration with the Wildlife Trust, local authorities, other voluntary sector partners, local farmers and the wider community shows contribution to A Prosperous Wales, A Resilient Wales, A Healthier Wales, A Wales of Cohesive Communities and A Globally Responsible Wales.

Wildfires were having a significant impact on the habitats, watercourses and biodiversity of the region, as well as the well-being of the community. By working together, the partnership adopted land management techniques like bracken management, controlled burns and encouraging grazing animals; moving to an approach that prevents wildfires, prevents resources being spent on fire fighting and prevents further habitat loss.



Public Services Boards are showing the power of collaboration, and many public bodies are going beyond their traditional functions to work with others. Collaboration now needs to move beyond involving the most obvious partners and from 'information-sharing' towards pooling resources.

The Act has provided public bodies and Public Services Boards with a renewed focus on meaningful involvement. But, their governance, decision-making processes and scrutiny could be more diverse and involve a wider range of people.

More could be done to involve the public sector workforce, placing well-being and kindness at the centre of public policy.

Implementation

The early years of the Act required significant focus on process and on building relationships, but attention is now turning to action.

Public bodies were required to set their first well-being objectives by April 2017. At the same time, Public Services Boards were coming together for the first time and many have spent time on building trust and relationships.

Most public bodies are making progress on implementing the Act but in different ways (see below for more information). In the next phase, they need to apply the Act across all of its aspirations and legal requirements.

Collaborating to create integration in Cardiff

By seeking to understand the wider social, economic, environmental and cultural impact they could have, Cardiff Council collaborated with the wider partners of Cardiff Public Services Board, residents and businesses to develop a clean air and transportation strategy for the city, recognising that this is an important lever to meet a number of their well-being objectives and the national well-being goals.

The work has been given a 'public health' lens through the secondment of a Public Health consultant to the council. This has prompted a significant refocus on how they can address problems with congestion and poor air quality in a way which drives further progress on meeting their objectives.

This work has led to a focus on making active travel the norm through schemes like 'nextbike', introducing the 'congestion charge' to the city, and creating buildings like Ysgol Hamadryad in the Butetown area as a school inaccessible to vehicles; encouraging more people to walk or cycle. They have considered the socio-economic links to this work by prioritising the most deprived areas with the lowest life expectancy for investment in cycle lanes and active travel infrastructure.



© Cardiff Council



In implementing the Act, some public bodies are delivering the 'what' and some are delivering the 'how' examples; however, there is further work needed for public bodies to fully demonstrate the 'double test' of the Act - applying both.

- For example, initially the Housing Innovation Fund was established by [Welsh Government](#) with the Act at its centre - to fund innovative ways of increasing housing stock that was fit for the future. However, in implementing the 'what', government initially did not fully consider the 'how' and the first few rounds of funding asked bidders to demonstrate their contribution to only one well-being goal.
- Other public bodies have been considering the 'how' but not the 'what', suggesting a lack of integration and collaboration. For example, [Swansea Bay Health Board](#) have positively reduced gas and electricity consumption. While positive, this does not appear to be linked to their well-being objectives and therefore chances to consider the wider opportunities that decarbonisation could deliver to their core duties of improving the health of their population are being missed.



Public Services Boards are beginning to work together more effectively. For example...

In the five [Gwent Public Services Boards](#), partners are [collaborating](#) on a regional basis to use funding for projects like the Gwent Green Grid, which is identifying local collaborative opportunities for protected sites and natural and built environments to contribute towards the resilience of wider ecosystems in the region. The region has also introduced Integrated Well-being Networks, a place-based collaborative project to set up health and well-being hubs and use the assets of communities, with the aim of preventing people in the community needing to access hospitals or social services.



I have been providing advice and assistance to [Cwm Taf Public Services Board](#) to help them work collectively to tackle adversity experienced in childhood. Through a "Live Lab" approach, my team have supported member organisations of the Public Services Board to use the Act to challenge their thinking, understand different organisational cultures and find an [integrated](#) way forward through a complex issue.



However, their efforts to operate in a more transformational way are being hindered due to barriers such as funding, complex governance and capacity.

For example, funding is needed to support more capacity and capability in long-term, futures thinking, involvement, research and data analysis. Public Services Boards require access to more government funding opportunities that would enable the board to take more substantial steps towards meeting their well-being objectives. They are struggling to be as effective as they could be because boards exist in a complex partnership governance landscape which has a knock-on effect of some partners not being engaged in Public Services Boards – their attention diverted to other boards. (See my [advice and recommendations to Welsh Government on removing barriers to implementation of the Act.](#))

The corporate planning, performance management and reporting requirements set by Welsh Government for public bodies need to reflect the Act better:

Currently, reporting progress on well-being objectives is a challenge because of responding to other duties and requirements from Welsh Government. Public bodies have reported how difficult it is to change to a long-term, integrated and collaborative form of measuring progress when Welsh Government continue to hold leaders to account on short-term plans and short-term performance and financial measures. Requirements should enable public bodies to shift from focusing on short-term delivery and move to planning preventatively, for the long-term and in an integrated way.

Financial planning and short-term funding inhibit the ability of public bodies to meet their well-being objectives and make collaboration, prevention, long-term thinking and integration more challenging.

The corporate areas of change (i.e. corporate planning, financial planning, workforce planning, procurement, assets, risk management and performance management) outlined in the Act are potential levers to drive change, but public bodies must make better use of them.

Currently, many organisations are seeing these functions as a hindrance rather than a help to meeting the aspirations of the Act. There are inconsistencies in how far public bodies are going to achieve what's possible and driving cultural change within their corporate areas of change. For example, in Carmarthenshire, two new primary schools have recently been built to Passivhaus standards, meaning a high-quality learning space for pupils, a sustainable environment using less energy and local materials being used. Public Health Wales and Swansea Council have recently furnished and decorated their offices using the Act as a guide. As much as possible, furniture was sourced second-hand, flooring and paint were obtained from off-cuts and social enterprises were used to carry out the restoration and refit. These sorts of innovative, corporate approaches are not being applied consistently across the public sector. Public bodies and Public Services Boards should be evidencing that applying the Act to their corporate areas of change is informing the steps they are taking.

Cultural change requires everyone to play their part.



Insight

Public bodies and Public Services Boards are considering the long-term more than ever before.

For example, in their well-being assessments, Cardiff Public Services Board looked at 'Cardiff Tomorrow', exploring the possible scenario for every topic based on existing trends and what shift might be needed to take preventative actions now.

The Public Services Boards in the Gwent region collaborated with Ash Futures Consulting to publish a Horizon Scanning report on likely trends for the next 10-20 years. Hywel Dda University Health Board on setting a 20-year strategy for their work: 'A Healthier Mid & West Wales: our future generations living well.'

But the whole system needs to move to be thinking and acting for the long-term.

Public bodies have an increasing understanding of the need to take preventative action.

I can see this in well-being objectives and steps (for example: 'Promote good health and well-being') and there is a good theoretical understanding of prevention - things like housing, poverty, education and environment having a positive or negative effect on your life. However, there seems to be less understanding of the actions that needs taking as public bodies are often looking at problems in isolation. Newcastle City Council found that their school-based approach to dealing with young people Not in Education, Employment or Training (NEET) was focused on the wrong things. The biggest indicator was multiple contacts with social services, not GCSE attainment. The research showed that those who had had as little as six interactions with social services spent almost three times longer out of education or training.

Public bodies are not always making the best use of insight provided by a wide range of partners, the public and their workforce.

Whilst partnership working and collaboration has improved, public bodies should explore more comprehensively the information and intelligence held by organisations and groups beyond the more obvious partners.



Integration

The Act is facilitating more integrated thinking, with many Public Services Boards working together effectively to tackle issues and public bodies working beyond traditional organisational and geographical boundaries.

For example, Fire and Rescue Authorities going beyond 'traditional duties', finding ways of preventing injury in the home.

But sometimes opportunities are being missed to achieve wider preventative benefits through integrating their objectives and collaborating with others,

failing to recognise the preventative benefits of good quality housing or the links between culture and gaining skills.

Several public bodies have introduced tools and templates to help people consider how their proposal is integrated and contributing to each of the seven national well-being goals,

such as online impact assessment tools (for example, Denbighshire Council) or integrated impact assessments (for example, Welsh Government).

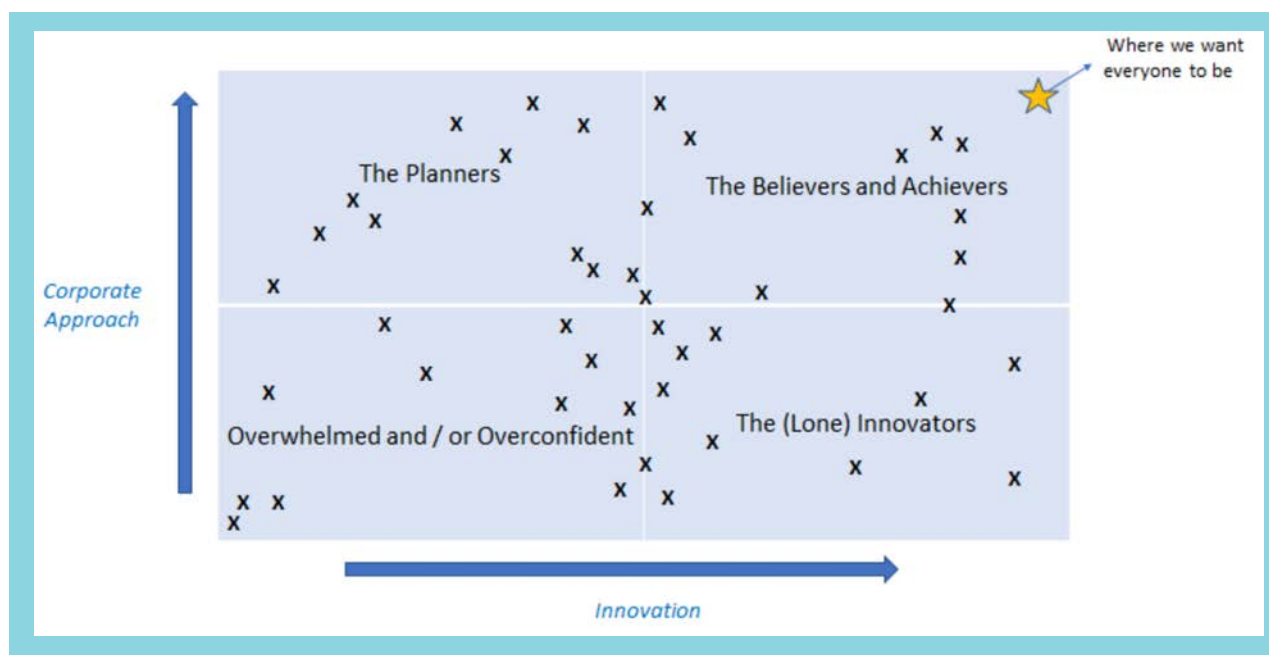
However, paper-based exercises are not enough to show how public bodies are working differently.

There are some national well-being goals that are less understood and clarity is lacking on how public bodies are meeting them.

This is particularly true of 'A Prosperous Wales', 'A Resilient Wales' and 'A Globally Responsible Wales'. There is a tendency to rely on the title of the goals, neglecting the full extent of their legal definitions ([see Chapter 3 for more information](#)).

Further information:

My overall analysis of progress loosely categorised public bodies into the following groups:



- “The Planners” - organisations that have started with their corporate planning and strategies but often lack innovation.
- “The (Lone) Innovators” - thinking and delivering differently because of the Act but often only in pockets of individuals and teams.
- “The Believers and Achievers” - organisations where there are examples of innovative practice, change makers and champions of the Act supported by corporate centres and leaders to work in a new way. Public bodies should be in this space.
- The “Overwhelmed and / or Overconfident” - organisations that seem overwhelmed by responding to crises and / or those that believe they have already ‘cracked’ the Act and giving further attention to their organisational culture is unnecessary.

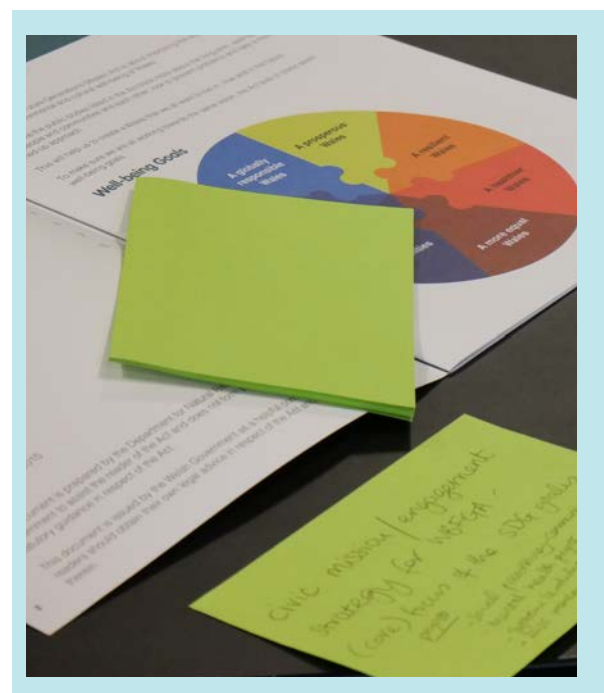
Dedicating time to a corporate vision pays off, but you need corporate vision, innovation and ‘hearts and minds’ in balance. As such, the Act should apply at two stages of decision making – as a ‘double test’. Firstly, ‘what’ you decide to do. Secondly, ‘how’ you decide to do it and ‘how’ the organisation implements the proposed solution. For those implementing policy and delivering services, understanding what the Act is trying to achieve and understanding their role in delivering it is crucial to seizing every opportunity, not just to do these same things better, but to do better things. (See section on Setting Good Well-Being Objectives in Chapter 4.)

Public services in Wales are around 400,000 people strong - a significant resource. The wider workforce should understand the national mission of the Act and why Wales is at the forefront of improving well-being for future generations, what this means in practice and their role to play. Public bodies could also be using their workforce far more to build a movement of change towards putting well-being at the heart of everything they do.

The Government could go further by adopting the same approach as the Scottish Government in placing the value of kindness at the centre of public policy. The recent COVID-19 crisis showed the power of people when others need help. Although in difficult circumstances, the crisis showed that public servants act in a way that is compassionate and uses common sense.

Implementing the Act would be easier if the corporate planning, performance management and reporting requirements set by Welsh Government for public bodies reflected the Act better; financial planning was longer-term and integrated; and everyone played their part in cultural change. (See my advice and recommendations to Welsh Government on removing barriers to implementation of the Act.)

While cultural change takes time, it is essential we all actively challenge these barriers to progress. Five years on from the Act being in place, it is now incumbent on me, the Auditor General for Wales, Welsh Government and organisations themselves to call out this behaviour and challenge the decisions being made that do not reflect the ways of working required by the Act.



Leadership and implementation of the Act

Part 2 - The role of Welsh Government in implementing the Act

Welsh Government led the world in legislating for sustainable development when they introduced the Well-being of Future Generations (Wales) Act. They now need to lead the way in matching their ambition with reality, challenging and changing the Welsh public sector culture to match the aspiration of the Act by showing strong leadership and commitment.

Welsh Government play a critical role in the success of this large scale cultural change programme driven by the legislation, not just because they are a major public body covered by the Act themselves, but because whether or not they demonstrate the principles of the Act has a significant impact on what other public bodies do.

Without a purposeful cultural change by Welsh Government, we will not act fast enough or effectively enough to meet the needs of our future generations in Wales.



My advice and recommendations to Welsh Government are:

Remove barriers to effective implementation of the Act

Welsh Government need to lead the way in changing public sector culture towards well-being and kindness at its core. They need to show a willingness to remove barriers to implementing the Act, provide trusting leadership to public bodies and Public Services Boards, incentivise and encourage adoption of the Act, reduce bureaucracy on public bodies and welcome new approaches.

Adopt a model of well-being budgets

The legislation requires us to look at the whole budget, but a positive place to start this transition would be with 'new money'.

Lead the way in instilling values of kindness at every level of government and in public policy

following the Scottish Government example, and in seeking to implement the Well-being of Future Generations Act.

Establish a Ministry of Possibilities, based on the United Arab Emirates model,

bringing the brightest and the best from all levels of government and public service, the private sector and third sector together, to develop and implement innovative solutions to current or future challenges.

Establish a cross-party, cross-sectoral Commission to create a long-term vision and strategy for the Welsh public sector of 2050,

specifically focusing on key future trends including (but not limited to): opportunities and challenges posed by the digital revolution; the ageing population; the public sector workforce of the future; the climate and nature emergencies.

Close the 'implementation gap'

by clearly setting out how they are applying the ways of working in how they design, resource, deliver and evaluate the implementation of policy and legislation. This would include involving a range of people with lived experiences, practical knowledge of delivery on the ground and integrating their aspirations with the well-being objectives of others.

Appoint a Minister for Prevention

with responsibility for taking a whole-government, coherent and evidence-based approach to investment in prevention.

Top-slice budgets for specific spending on prevention,

starting with the cross-cutting priorities set by Welsh Government that reinforce their well-being objectives, overseen by the Minister for Prevention.



To achieve this, there are a number of things I have advised Welsh Government should stop doing and start doing in their day to day actions, such as:

Should Stop	Should Start
Funding any programme which does not clearly demonstrate how it has applied the Act.	Incentivising and encouraging proper application of the Act and flexibility to innovate through capital and revenue funding programmes.
Imposing short-term, output based performance measures on public bodies and across policy areas.	Measuring the success of initiatives based on well-being. The performance management frameworks and funding conditions set by Welsh Government should evolve rapidly to reward and recognise kindness and well-being.
Complicating an already complex landscape. Any proposal for a new governance arrangement needs to be able to answer the question of how it is assisting integrated policy making and there should not be any new reviews, commissions or bodies or governance structures, which do not have the requirements of the Act as part of their terms of reference.	Setting out clear guidelines on the relationship between various Boards and bodies, requiring each body to apply the Act in its principles and must seek to contribute to the well-being objectives of other bodies within that geographical area.
Placing requirements on public bodies that discourage application of the Act.	Prioritising opportunities to work in partnership on primary and secondary preventative activities - particularly through Public Services Boards.
Short-term, silo-based funding or pilots which do not have long-term, continuation plans.	
Bypassing Public Services Boards.	Providing more clarity to the role of civil service representatives on Public Services Boards, empowering them to work across government to resolve issues and concerns, plus provide intelligence on local delivery to civil servants. These representatives should have a role in reporting challenges and opportunities to Cabinet regularly.

To see a full list of recommendations, please refer to Chapter 2 within the full report.



Where are we now? My assessment of the progress made by Welsh Government in implementing the Act

Innovation

There has been a marked change in political commitment and leadership towards meeting the aspirations of the Act in the last year, but this needs to filter down to all the actions of Welsh Government

While Welsh Government got off to a slow start in showing leadership and commitment towards the Act, there has been a marked change in public commitment from the new First Minister. Examples include the decision of the First Minister on the M4 Relief Road; and how Welsh Government have developed a Budget Improvement Plan, using the Act and the five ways of working, as a result of recommendations from my monitoring and assessment in 2019. Plus, investing in decarbonisation following the declaration of a Climate Emergency in April 2019 and my publication of a [‘Ten-point plan to fund Wales’ Climate Emergency](#) in June 2019.

There are examples of innovation and new approaches, such as:

- The new Curriculum for Wales provides a solid framework for realising the well-being of individuals in Wales. Its mission clearly recognises the importance of the education system in creating well-rounded citizens who, in turn, will be part of creating the Wales we want for future generations.
- Since 2017, Welsh Government have also sought to encourage innovative new approaches to building homes in a way, which meets a number of well-being objectives, through the creation of the Innovative Housing Programme. We are currently in the third year of this programme and we are now seeing much more ambitious projects being proposed and commissioned, such as:
 - Innovative Housing in Swansea**
Coastal Housing Association in [Swansea](#) has been successful in delivering three projects as part of the Welsh Government Innovative Housing Programme.

A collaboration with [Gower-based](#) social enterprise, Down to Earth will provide six new homes as part of a larger site. The homes will be built using timber frames, and clad using traditional methods. They will generate over half of their heat passively, from the sun and their design, ensuring that residents’ utility bills cost just £15 per month.
- It is positive that Welsh Government are enacting [Part 1, Section 1 of the Equality Act 2010](#) – the Socio-economic Duty, which will require named public bodies, when making strategic decisions (such as deciding priorities and setting well-being objectives) to consider how their decisions might help to reduce the inequalities associated with socioeconomic disadvantage. This has the potential to be an important lever to reduce poverty in Wales.



- The Welsh Government were the first to declare a 'Climate Emergency' and to consider the climate and nature emergencies in tandem. Over the last year there has been significant additional investment in these areas, including in nature-based solutions, active travel and electric vehicle infrastructure. The requirement to think holistically to meet a number of objectives has led to initiatives, such as the collaboration with Keep Wales Tidy to boost 'nature on your doorstep', as part of the wider £5 million 'Local Places for Nature' fund. The practical project provides starter-packs to town and community councils and community groups, containing plants and tools to create local garden projects, helping to connect communities, enhance and maintain nature and encourage healthy activities.

Despite pockets of good examples, there are examples, highlighted in this report, of areas where Welsh Government need to catch up with the push from political leadership, and lead by example by placing well-being at the centre of their work – making sustainable development a central organising principle of everything they do.

These include the ways they are setting funding criteria, the use of language in guidance and policy that conflicts with the Act and setting up new governance structures or new reviews and commissions with no connection to each other or to the Act.

The language of well-being is prominent in policy and legislation; however, Welsh Government could go further in putting kindness and compassion at the heart of public policy and service delivery in Wales.

A Kind Government

The [Scottish Government](#) have placed kindness within their core values and reflected this in the [National Performance Framework](#). They have begun to recognise this change in actions, as well as words, by measuring and auditing for kindness, designing policy for kindness and regulating for kindness.

Positive signs of placing kindness at the centre of government are shown in research undertaken [by Carnegie Trust](#), where public perceptions of how kindly they have been treated are higher in [Scotland](#) than in [Wales](#), [Northern Ireland](#) and [England](#).

Being kind is often talked about for front-line staff, but cultural change and the permission to try different things come from the top. The Act provides Welsh Government with the framework that would support kindness and compassion as a means of achieving well-being at the centre of everything they do, reflecting this in funding opportunities, performance management and governance.



Implementation

There is an implementation gap between the aspiration set out by Welsh Government in policy and legislation and their commitment to supporting and resourcing delivery on the ground.

While new policies and legislation are showing promise, Welsh Government have an overly optimistic view of what it takes to implement these. As well as resourcing the introduction of legislation, policy and guidance, Welsh Government need to fund their implementation, including delivery capability, awareness raising, training and robust monitoring.

There are numerous occasions where I have advised Ministers and civil servants of this implementation gap:

- The [Wales Transport Appraisal Guidance](#) was updated in 2017 in line with the Well-being of Future Generations (Wales) Act. Still, there has been a lack of resources and training for its proper implementation and no analysis of capacity in the current system to enable these changes to happen. (Please see the section on Transport in Chapter 5.)
- [Planning Policy Wales 10](#), a significant step in the right direction, but I have emphasised that its implementation is critical to a successful local approach to planning and place-making. (Please see the section on Planning in Chapter 5.)
- The [NHS Planning Framework](#), which influences Integrated Medium Term Plans, has improved year-on-year in terms of how the Well-being of Future Generations Act is reflected. However, there is a gap between this guidance and the extent to which health boards can implement the five ways of working, due to how they are managed and performance-measured by Welsh Government.
- Implementation of the [Active Travel \(Wales\) Act 2013](#) is lacking. [Rates of active travel](#) have stagnated or declined over the last six years. While my advice to the government has been to allocate £60 million per annum to active travel, in 2019-20, they have allocated this amount over three years. Targets of 10% people cycling once a week by 2026 are also unambitious. (Please see the section on Transport in Chapter 5.)

Public Services Boards are not being given a high enough priority by Welsh Government.

While Public Services Boards can't do everything, they are often bypassed by government, meaning that new partnerships, funding offers or governance arrangements are created on top of an already complex landscape. As a collaboration of local leaders, representing the broadest sections of public and third sector delivery, they should be given more status by Welsh Government in meeting the key challenges facing future generations.

Welsh Government need to ensure consistency in using the language of the Act in legislation, policy, guidance, ministerial statements, performance frameworks and terms of reference for review boards.



Welsh Government and civil servants are contradicting their own Act by using conflicting language in guidance and policy, setting up new governance structures, new reviews and commissions that do not refer to the Act (such as the Integrated Care Fund (2019) [guidance](#), which defines ‘integration’ in a different way to the Act, the [Fair Work Commission \(2018\)](#), which was established with little reference to the definition of a “prosperous Wales” even though it includes the term “decent work”).

This is serving to actively drive civil servants and people in public bodies away from the sustainable development principle and the five ways of working.

The short-term funding cycles, corporate planning requirements and performance management requirements set by Welsh Government for public bodies are a barrier to long-term thinking and are often driving the wrong behaviours. More needs to be done to ensure grant funding and core funding criteria incentivise and encourage the application of the Act.

Public bodies feel that the way that they are held to account by Welsh Government through these duties and requirements is not long-term or integrated and, in many cases, this is driving behaviour away from the five ways of working and measuring what matters.

I believe there is more government could be doing to give greater long-term financial certainty to public and third sector services. Public bodies and government should be working collaboratively to introduce a well-being budget, explore options for working differently and find ways of planning longer term approaches.

With the Act in place, Wales should be at the forefront of measuring success based on well-being. The performance management frameworks and funding conditions set by Welsh Government should evolve rapidly to reward and recognise kindness and well-being, not focus on outputs, quantitative measures and process.



Insight

There is a lack of long-term vision regarding the kind of government and public services we need in a future Wales. The Act is driving progress towards delivering the vision of 'One Public Service', but more needs to be done. Welsh Government should work beyond public sector boundaries to tackle the 'wicked' issues for the future.

Welsh Government have made strategic and policy commitments to 'One Welsh Public Service' - a more collaborative way of working, aiming to break down the artificial barriers between teams, departments and organisations and work in a way that echoes the Act.

There is not yet a comprehensive approach to bringing the brightest and the best from all levels of government and public service, the private sector and third sector together, to find innovative solutions to current or future challenges.

The emergency response to COVID-19 has displayed some positive approaches to multi-sector working to solve immediate problems. This working should continue beyond the crisis to identify innovative solutions to some of the intractable challenges public services face now and will face in the future.

A long-term vision for the public services of 2050 in Wales is needed, taking into account future trends, potential scenarios and setting out how public services can respond to these in a way which will best meet each of our national well-being goals.

Instilling a culture of tackling the impossible

The United Arab Emirates have established a 'Ministry of Possibilities', the world's first virtual ministry to apply design-thinking and experimentation to develop proactive and disruptive solutions to tackle critical issues. The Ministry brings together the 'brightest and best' from national and local government teams, private and voluntary sectors to consider radical changes in government systems, adopt new innovative models and work in ways that take calculated risks.



More needs to be done by Government to demonstrate a cross-government, coherent and evidence-based approach to prevention.

Further work needs to be done across Welsh Government to ensure every department understands and is using the agreed definition for prevention and preventative spend.

Definition of prevention

"Prevention is working in partnership to co-produce the best outcomes possible, utilising the strengths and assets people and places have to contribute.

Breaking down into four levels, each level can reduce demand for the next:

- Primary prevention – Building resilience – creating the conditions in which problems do not arise in the future. A universal approach.
- Secondary prevention – Targeting action towards areas where there is a high risk of a problem occurring. A targeted approach, which cements the principles of progressive universalism.**
- Tertiary prevention – Intervening once there is a problem, to stop it getting worse and prevent it reoccurring in the future. An intervention approach.
- Acute spending – Spending, which acts to manage the impact of a strongly negative situation but does little or nothing to prevent problems occurring in the future. A remedial approach.

**Progressive universalism is a determination to provide support for all, giving everyone and everything a voice and vested interest, but recognises more support will be required by those people or areas with greater needs."

Despite a number of programmes, which have prevention as a core principle, it is not clear how preventative approaches are being applied consistently across government or within departments. There is a case for establishing a Minister for Prevention who would be responsible for this process, alongside specific spending (through a top-slice of budgets). This would not remove the duty of all Ministers to demonstrate how they are applying the definition of prevention in their own portfolios, but would drive coherent action in the most significant cross-cutting areas.

Steps to Prevention

1. Setting a long-term vision for each of these areas, including analysis of future trends.
2. Collaborating and involving others to work out the problems they need to prevent and whether they fall into primary, secondary or tertiary prevention and using evidence to identify what the best preventative interventions are.
3. Assessing those interventions to identify how they could prevent and maximise contribution to other well-being objectives.
4. Shifting funding across Government and beyond in line with these identified best value interventions.



Integration

It is encouraging to see Welsh Government taking a more integrated approach in some areas. For example:

- The Whole School Approach to emotional support. It demonstrates integration, with funding from the 'health' budget being invested in another area of government ('education', in this case) to prevent mental health problems from occurring. It is an example of investment in primary prevention that illustrates collaboration between departments.

Foundational Economy & Community wealth building

Over the last 12 months, Welsh Government has had an increased focus on supporting Wales' foundational economy – industries and firms, which locally deliver basic goods and services to support our everyday needs, the homes we live in, the energy we use, the food we eat, and the care we receive. Estimates suggest they account for [four in ten jobs](#) and [£1 in every three we spend](#).

Wales is the first country in the world to adopt the foundational economy approach at a national level – they launched a £4.5 million challenge fund in 2019 to support [52 innovative projects across Wales](#), to spread and scale best practice, and a focus on how Public Service Boards can maximise the social value of procurement through maximising local spend as has been achieved in Manchester and Preston.

Welsh Government finance and budgeting structures based on main expenditure groups, linked to individual ministerial portfolios, are not integrated.

Traditional, siloed structures in Welsh Government (and other public bodies) are not designed to enable an integrated approach to decision-making, including financial decision-making. In Welsh Government, the way Main Expenditure Groups are still organised in terms of Ministerial portfolios (for example, 'Education', 'Health and Social Services') means it is challenging for collaborative decisions to be made. These challenges of integration and collaboration within government mean narrow policies, measures and funding criteria can filter down to public bodies, which makes applying the five ways of working locally very difficult.

Welsh Government continues to complicate an already complex landscape.

Welsh Government continue to introduce new guidance, policy, legislation and reviews that overlook the Act and create new layers of complexity and governance. For example – several local boards or groups and more recently, another set of new committees known as 'regional collaborative committees' have been proposed in the Local Government Bill.

This displays a lack of integrated thinking and suggests that the Cabinet needs more robust mechanisms for join-up and seeing the bigger picture. This causes confusion, duplication, wasted resources and frustration on the part of public bodies as they try to meet their well-being objectives while dealing with conflicting demands from the government.



Leadership and implementation of the Act

Part 3 - Spotlight on Procurement

Public bodies in Wales spend over £6 billion each year procuring a range of goods, services and works; this represents nearly a third of total devolved Welsh annual expenditure, and it is estimated that over the next decade Welsh public services will spend over £60 billion. Imagine what it could mean if this money was being spent on buying things AND improving the economic, social, environmental and cultural well-being of people and communities in Wales?

Wales has the opportunity to think about how and where to spend that money in the interest of current and future generations.

The Well-being of Future Generations Act should be the overarching framework for public procurement in Wales. Procurement is one of the seven corporate areas for change in the Act statutory guidance (Shared Purpose: Shared Future, SPSF 1: Core Guidance) and it must be a key area of focus for public bodies in meeting their obligations under the Act.

Policy Recommendations

Welsh Government should...

Approach all procurement decisions through the lens of the Act – by applying the Five Ways of Working, considering their well-being objectives and/or steps and how to maximise contribution to the seven well-being goals at the very beginning of the process even at pre-procurement stage.

Provide clear evidence for how their procurement activities are supporting the delivery of their well-being objectives.

Explore how they can use budgets to give greater long-term financial certainty to other public and voluntary sector bodies to ease the short-termism challenges faced by procurement. This could include facilitating longer-term (minimum 5 years) contracts with break clauses built in to allow ongoing flexibility.

Provide clear guidance and leadership to other public bodies, as well as monitoring and assessing how they are considering the Act in their procurement activities.

Include specific contract clauses linked to well-being objectives/goals in every public sector contract and framework, using social value measures to capture impact.



Procurement recommendations for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to procurement, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Involve departments and organisations who are impacted by the procurement process when setting well-being objectives (e.g. commissioning, contract management, suppliers and waste management). This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through procurement.

In considering their steps, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Evidence the contribution procurement is making to meeting well-being objectives.
- Public Services Boards should proactively prioritise how they can collaborate and use their spend to maximise social value, contribute to their well-being objectives, and improve well-being on a local level.

In testing and demonstrating how they are applying the Act, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Approach all procurement decisions through the lens of the Act – by applying the Five Ways of Working, considering their well-being objectives and/or steps and how to maximise contribution to the seven well-being goals at the very beginning of the process even at pre-procurement stage.
- Provide clear evidence for how their procurement activities are supporting the delivery of their well-being objectives.
- Include specific contract clauses linked to well-being objectives/goals in every public sector contract and framework, using social value measures to capture impact.



In supporting **cultural change**, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Capture lessons learned based on the outcomes of current frameworks to ensure opportunities to embed the Act are maximised in future.

In **measuring their progress**, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Review their procurement approach and activities to identify opportunities to maximise the social, economic, environmental and cultural impact of spending decisions.



Where are we now? My assessment of progress in procurement in Wales

Findings from our research show that currently, there is no unified approach to applying the Act to public sector procurement.

Although there is evidence across the board that public bodies are taking steps to apply the Act during the procurement process, the research phase has identified leadership involvement and engagement, resources and capacity, along with the complex landscape, as challenges for procuring sustainably.

Steps that public bodies are taking include, for example, referring to the ways of working and well-being goals and developing checklists.

Swansea Council's Procurement Guidance Document states that the 'five ways of working underpin everything we do' and they provide examples of how to consider each of the seven well-being goals within procurement. This is welcome, and I would encourage them to extend the guidance to include considering the steps that could be taken to meet their well-being objectives.



The NHS Wales Shared Services Partnership's (NWSSP) Procurement Services procures on behalf of all health boards in Wales. They use a Savings/Benefits Template, which is a checklist to show how each procurement has considered the seven well-being goals and five ways of working, but with no opportunity to explain how the outcome took steps to meet the Act. In one specific case study shared by NWSSP, looking at purchasing MRI anaesthetic machines, ventilators and baby incubators, with an approved allocation in the region of over £300,000, the outcome of this exercise focussed on the cost savings (of more than £140,000) rather than any other outcomes that could be achieved. Their consideration of the long-term was also unclear. This reflects the current cost-savings mentality, where procurement decisions are not viewed through the lens of the Act.

There is renewed political commitment towards ensuring procurement is a lever in driving wider ambitions, but as of yet there is no clear national procurement strategy, process or support to share learning and drive improvement across the public sector in line with the Well-being of Future Generations Act.

Many public bodies are expected to follow the national procurement strategy however the Wales Procurement Policy Statement has not been updated since 2015 and is, therefore, not in line with the Act.

The procurement process has improved considerably over the last decade; however, there is still too much focus on process and not outcomes.

For example, during research I have conducted, I have found that some public bodies are meeting the 'spirit of the Act', while not necessarily taking clear steps to meet their well-being objectives or applying all five ways of working.

Measuring 'community benefits' has been in place for many years in Wales, but the reporting and impact of this are not widely shared.

"We need to focus on the outcomes and not the process of procurement."

Steve Edwards, Director of Regulation & Commercial Wales & West Utilities.

There is too much focus on short-term cost versus delivering wider outcomes.

Public bodies should be focussing on costs and benefits over the long-term, including non-monetised costs or impacts (such as costs to people, communities or the environment).

Structures for collaboration and learning across Wales are in place, for example, through Welsh Local Government Association Heads of Procurement network, but lack national coordination and support especially to facilitate collaboration across different sectors, e.g. local government and health.

Opportunities for sharing information and learning appear limited and don't involve a wide cross-section of organisations or partners.

There are opportunities to support innovation that need to be better understood.

It is perceived that Official Journal of the European Union and European Union legislation are barriers to prevent innovation in procurement; however, there are lots of opportunities within existing regulation to supporting innovation and these need to be better understood and used.



Procurement is sometimes treated as a transactional process, and transformational opportunities are not being maximised.

Procurement is often seen by officers within public bodies, as well as contractors, as a blocker rather than an enabler - a transactional rather than a transformational process that can contribute to the achievement of wider objectives and outcomes.

There are future generations champions (sometimes frustrated) within our public bodies who are working to deliver positive procurement outcomes often without wider organisational or leadership support.

Through my research, I have found pockets of good practice led by 'frustrated champions' within public bodies who are working to deliver positive procurement outcomes, often without wider organisational or leadership support.

Carmarthenshire County Council – Construction Project Case Study

Funded by Welsh Government's 21st Century school programme, [Carmarthenshire County Council](#) used the South West Wales Regional Contracts Framework to embed the delivery of community benefits and sustainable ways of working. Notably, the project will achieve Passivhaus certification and BREEAM 'excellent' certification, with project bank accounts (a ring-fenced bank account from which payments are made directly). The project builds on existing frameworks and demonstrates clear links to the five ways of working within the Act as well as the local authority's well-being objectives.

Foundational Economy & Community wealth building

Over the last 12 months, Welsh Government has had an increased focus on supporting Wales' foundational economy – industries and firms, which locally deliver basic goods and services to support our everyday needs, the homes we live in, the energy we use, the food we eat, and the care we receive. Estimates suggest they account for [four in ten jobs](#) and [£1 in every three we spend](#).

Wales is the first country in the world to adopt the foundational economy approach at a national level – they launched a £4.5 million challenge fund in 2019 to support [52 innovative projects across Wales](#), to spread and scale best practice, and a focus on how Public Service Boards can maximise the social value of procurement through maximising local spend as has been achieved in Manchester and Preston.

During my research, one local authority shared a case study of the construction of a school commissioned for £7 million, with a requirement for this project to achieve Passivhaus certification. There is evidence that they have considered each of the five ways of working and an explanation for how the project is meeting ten out of their 15 well-being objectives, including to look after the environment now and for the future, promote Welsh language and culture as well as helping children live healthy lifestyles.



Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Develop leadership that supports a strategic approach to procurement, recognising the 'power of purchase'
- Procuring well-being: a focus on outcomes and measuring what matters
- Focussing on longer-term financial planning
- Promote effective collaboration, with each other and suppliers to improve sharing, learning, capacity and skills
- Build on established frameworks, including legal
- Promote a can-do mindset and attitude

For my full evidence, assessment, key findings and advice please see the section on Procurement in Chapter 2 of the Future Generations Report.



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Chapter 3 - Progress against the well-being goals

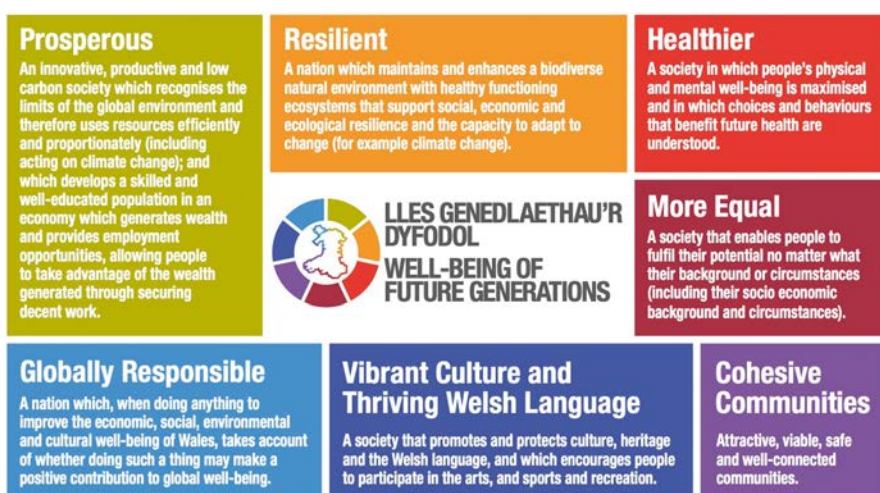
This chapter looks at progress against the seven national well-being goals for Wales. The goals represent a common vision for the future of Wales – what public services need to be collectively aspiring to.

My analysis of progress is based mainly on two key pieces of work: the journeys published as part of the Art of the Possible programme and my first round of statutory monitoring and assessing.

The [Art of the Possible programme](#) sought to explain and explore the practical implications for public services, on their journey to maximising their contribution to the well-being goals. The areas in the journeys where I suggest public bodies should focus change also form the basis of the challenges and opportunities as set out in each of the chapters on the seven well-being goals.

My [statutory monitoring and assessing in 2018-19](#) allowed me to examine (among other things) the objectives and steps published by the public bodies to understand how they reflected (or not) the definition of each of the seven well-being goals; and whether they considered their contribution to one or more of the goals.

Each section follows a consistent format for each goal, starting with an expanded vision of what success would look like, and examples from across the world where change is already happening. There is duplication across this chapter, in the vision and with many of the ideas and opportunities proposed. This is deliberate – the goals are interconnected, and I have purposefully sought to draw out the links between issues or to cross reference information contained in other chapters.



Overall Picture

Overall, progress towards the well-being goals by public bodies is mixed; there is positive action being taken on all of the goals, but only in places and in pockets of good practice with examples highlighted throughout the chapter.

Some goals are less understood, and clarity is lacking on how public bodies are meeting them.

This is particularly true of 'A Prosperous Wales', 'A Resilient Wales' and 'A Globally Responsible Wales'. There is a tendency to rely on the title of the goals, neglecting the full extent of their legal definitions. For example, a public body's corporate plan/annual report may state 'This objective is about raising educational attainment and therefore, meets a prosperous Wales', without exploring the connections between the full definition of that goal (for example skills fit for the future, a low carbon society, fair and decent work), other goals and how they could integrate areas of work and maximise their contribution to well-being. Use of language associated with the goals also continues to be a problem. For example, Welsh Government's latest Annual Report (2019-20) is titled 'a more prosperous, equal and greener Wales', which can be confusing and undermine the framework as set out in the Act. (Please see Chapter 2 for more information).

However, when I compare earlier corporate plans with more recent annual reports of public bodies, the general understanding of the goals and their meaning is improving. Health boards, for example, are setting objectives and steps (and taking action) relating to 'A Resilient Wales', and more public bodies are exploring what they can do to contribute to more of the goals.

Progress towards the Simple Changes

Progress towards the goals is exemplified by the uptake of my 82 Simple Changes, the first stage of the journeys. I shared these with public bodies in November 2018 and asked for feedback. On average, 71% of the Simple Changes are already 'adopted' or 'in development' across the 33 public bodies that replied. Approximately 12% are being considered for implementation in the future.



I expect public bodies and Public Services Boards to demonstrate how the Act is shaping what they do and move from adopting simple changes towards policies and plans that are more ambitious and transformational.



See each of the following sections on the well-being goals for more detail and examples but overall, with regards to each of the goals, I have found that:

A Prosperous Wales



Public bodies are not demonstrating a clear understanding of the full definition of this goal. While the term 'prosperous' is referenced frequently in public body and Public Services Boards' well-being objectives, its use broadly relates to education, employment, poverty or Gross Domestic Product (GDP). This means they miss some topics highlighted in 'A Journey to a Prosperous Wales', which are derived from the full definition of the well-being goal. This includes: decent work, a low carbon society, fair and local procurement, local economies, skills for the future and using resources efficiently (circular economy).

A Resilient Wales



Similarly, the well-being objectives relating to the 'environment' set by many public bodies do not always reflect the true definition of the goal, which is focussed on maintaining and enhancing 'a biodiverse natural environment with healthy functioning ecosystems'. Commonly, they focus on areas such as recycling, flooding, cleanliness, fly-tipping and reducing emissions. While these are important areas, it demonstrates a lack of

progress in helping achieve nature recovery and healthy, resilient ecosystems.

More positively, it is encouraging to see the focus and attention on the natural environment from Public Services Boards in their areas. Also, some health boards and national bodies are increasingly making the connections between a healthy, natural environment and better health and wellbeing.



A Healthier Wales

There is compelling evidence that we are not investing in the best balance of services to keep people well and to enable them to live healthy and fulfilled lives.

Many well-being objectives and steps acknowledge the need to shift towards prevention and wellness, but need to go further in how they fund these interventions and transform the way they deliver services. As a result, the prevention agenda is not progressing at the scale and pace needed and is not focused on the wider determinants of health.



A More Equal Wales

Patterns of poverty have not changed significantly over generations and poverty remains a key challenge for current and future generations. Groups with protected characteristics are still disadvantaged in many areas of life including work, participation, education and health.

Key challenges include achieving more diversity in our decision-makers and our broader workforce, and ensuring that organisations in Wales are taking preventative, integrated approaches to end poverty and reduce inequalities.



A Wales of Cohesive Communities



Public bodies and Public Services Boards have set more well-being objectives on the theme of ‘community’ than any other topic. It is reassuring to see this focus from public bodies on the communities they serve.

While many good initiatives are focusing on community well-being, we now need to build on this and deliver a coherent approach to planning, resourcing and delivery of services and infrastructure within communities.

The COVID-19 crisis has shown what can be achieved when public bodies work closely with community-help initiatives in their areas, particularly concerning vulnerable and isolated people, and this should continue beyond the pandemic to help connect Wales’ communities.

A Wales of Vibrant Culture and Thriving Welsh Language



While Wales is ahead of other countries in acknowledging the value and role that culture has to play, we still have a long way to go before our reality matches our ambitions. And while the target of a million Welsh speakers by 2050 is an ambitious policy, there are concerns that it is falling short in terms of implementation and more needs doing to join the dots with other well-being goals. Not enough public bodies have set objectives and steps in relation to this goal, and those who do are failing to integrate culture and language with their other objectives.

A Globally Responsible Wales



Wales is unique in the world in demonstrating a comprehensive commitment to the United Nations Sustainable Development Goals, and our contribution to these has been recognised.

Objectives and steps relating to being globally responsible are varied, and public bodies are not demonstrating clear and credible accounts of their positive contributions to the world. We should all be thinking and acting in a way that is globally responsible. The starting point is having a clear understanding of the definition of the well-being goal, so that any action to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



A Prosperous Wales



“An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.”

Well-being of Future Generations (Wales) (Act 2015)

Our economic system is broken. We have seen widening economic inequalities, especially as the very rich get richer, along with increasing levels of insecurity, homelessness, in-work poverty, mental health conditions and loneliness. As trust in institutions declines, people turn inwards or against each other; deepening divisions within our society.

Our planet is also on the brink of the sixth mass extinction, as catastrophic climatic and ecological breakdown get closer and closer. In the last 40 years, humanity has gone from using one planet's worth of natural resources each year, to using one and a half. We are on course to be consuming three planets worth by 2050.

The Well-being of Future Generations Act provides an opportunity for Wales to ensure public money is spent in a way that improves economic, social, environmental and cultural well-being. Wales needs an approach to economic development that delivers well-being in its widest sense.

“If the planet doesn't survive, capitalism doesn't do too well either.”

Rose Marcario, CEO Patagonia



© Lily Rhoads

Policy Recommendations

In line with the Well-being of Future Generations (Wales) Act (2015), Welsh Government should demonstrate how they are applying well-being economics in all of their policy, funding arrangements and interactions with the public, private and voluntary sector. Welsh Government should ensure they are meeting the Act's aspirations of equitable distribution of wealth, health and well-being, while protecting the planet's resources for future generations and other species.

Welsh Government should...

Explore opportunities to pilot a four day working week, aligned with universal basic income, building on evidence gathered from pilots in other countries.

Align the Foundational Economy Challenge Fund with the proposed Social Partnership (Wales) Bill that is seeking to strengthen social partnership arrangements.

Ensure everyone in Wales has access to reliable digital and internet connectivity; and work with businesses, voluntary organisations and communities to help achieve this.

Demonstrate how the natural environment is incorporated into all economic and political decision-making.

Adopt a whole government approach and work collectively with businesses, trade unions, the voluntary sector, communities and people across Wales to implement a low carbon society for current and future generations that leaves no one behind.

Continue to lead the way on recycling, and implement its ambition to become a zero-waste, net-zero carbon country.

Use all policy levers in its relationship with the private sector to develop a shared mission to deliver all of Wales' well-being goals.

Ensure it provides clarity to public bodies on how the Social Partnership (Wales) Bill and the socio-economic duty align with The Well-being of Future Generations (Wales) Act 2015.

Put in place arrangements to provide practical support to businesses across Wales, working closely with the public sector and the Office of the Future Generations Commissioner, to jointly work towards meeting Wales' well-being goals.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.

Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Demonstrate the connections between their well-being objectives and steps on prosperity, and other areas such as the natural environment, fair work, procurement, health and well-being and skills in a meaningful way.
- Clearly set out how they understand the definition of the goal: 'A Prosperous Wales'.
- Align their action and reporting on this goal with their commitment under the socioeconomic duty, to ensure their well-being objectives are addressing socio-economic disadvantages.
- Accelerate their action on reducing emissions, helping meet Wales' target of a carbon-neutral public sector by 2030. This means mapping the areas over which they have control and which have the biggest emissions - ensuring they have a plan in place to reduce them. Immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and tourism. (Also a recommendation in the section on Decarbonisation in Chapter 5).

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Implement fair work practices through employment and services.
- Enable a low carbon society through reducing emissions and supporting community energy.
- Work with others to support the development of skills for the future.
- Procure goods and services in ways that support long-term economic, social, environmental and cultural well-being.
- Support the foundational economy through generating wealth and providing employment.
- Use resources efficiently, recognising the limits of the global environment.



Where are we now? My assessment of progress in achieving A Prosperous Wales:

Work is no longer a guaranteed route out of poverty. The unemployment rate in Wales remains at historically low levels, and yet, over half the people living in poverty in Wales today are in work.

In comparison with the rest of the UK, Wales has more people in low-paid work, with evidence suggesting this share is increasing, with 26% of employees in Wales earning less than the real Living Wage in 2017; a rise from 23.5% in 2012.

Public bodies are focussing on employment and economic growth, but are not making the links to 'fair work' in their objectives and steps.

One of the most striking findings from my analysis of public body well-being objectives on economic well-being, is that it suggests Welsh Government, with its objective to 'tackle regional inequality and promote fair work', is the only public body in Wales with a well-being objective or step that explicitly makes reference to fair/decent work.

Digital connectivity has the potential to transform the rural economy, helping people and communities in rural areas address some of the key challenges they face.

240,000 people in Wales are employed in the agri-food sectors, making up 18% of the workforce; Wales' biggest employer. Rural parts of Wales face several challenges, one of which is an out-migration of young people, who feel that they need to leave and find the work and services that they want. Between 2010 and 2017, the proportion of farmers under the age of 45 in Wales fell from 14% to under 10%.

Wales has the legislation and policies in place to bring about a low carbon society, but we're not acting quickly enough to reduce greenhouse gas emissions.

The Well-being of Future Generations Act, the Environment Act, and key policies such as Planning Policy Wales and Transport Appraisal Guidance (WelTAG) are all parts of the jigsaw that will move us towards a low carbon society where our natural resources are sustainably managed. Achieving the target of a 95% reduction by 2050 will require significant further action by public bodies in Wales than we've seen to date.

Wales has a major opportunity to make renewable energy part of its identity: a cleaner, greener chapter in our industrial story.

Currently, Wales has a target of generating 70% of its electricity consumption from renewable energy by 2030, and increasingly be community/locally owned. The Institute for Welsh Affairs work 'Re-energising Wales: A plan for Wales 100% renewable energy future', highlights how moving to 100% renewables in Wales can increase energy security, reduce fuel poverty and tackle climate change.

We can re-write the narrative on climate change.

Wales' low carbon economy is currently estimated to consist of 9,000 businesses, employing 13,000 people and generating £2.4billion turnover in 2016. To build on this, Wales will need to create an environment where all the Welsh economy can contribute to clean growth. Doing so has the potential to prepare the Welsh economy for the markets of the future as the demand for low carbon goods and services grows.



Agriculture has a significant role to play in reducing Wales' emissions.

In 2016, agriculture accounted for 12% of Welsh greenhouse gas emissions. Wales needs a resilient and prosperous agriculture industry, which reduces its carbon emissions through a range of approaches.

Public bodies are not demonstrating a clear understanding of the full definition of 'A Prosperous Wales' well-being goal.

The term "prosperous" is referenced 15 times in public body well-being objectives and six times in Public Services Board objectives. These all refer to economic well-being relating to education, employment, poverty or Gross Domestic Product.

Objectives and steps set by public bodies and Public Services Boards should match the public's increasing awareness and expectation around the nature and climate crises.

Public awareness of climate change is at an all-time high, and it is positive to see the pressure this is putting on our global leaders. With this growing recognition, it is important Wales' public bodies increase their awareness and understanding of the value of the natural environment and thereby transition to a low carbon society across all areas of work.

Mid and West Wales Fire and Rescue Service introduced hydrogen-powered vehicles and electric bikes in the Neath Port Talbot and Swansea areas and installed LED lighting in all fire stations, and solar thermal panels and photovoltaic panels in five stations across the service.

There are promising initiatives emerging, such as Project Skyline – an initiative in Wales connecting people to their landscape – but public bodies can go further in supporting community and local energy initiatives.

In the responses that public bodies sent to me in 2019 on progress against my published 'Simple Changes', only 14 of 33 public bodies were exploring funding or supporting community groups to develop renewable energy projects on public land.

We are using our natural resources faster than can be replenished, but Wales is demonstrating its ambition to become a zero-waste, net-zero carbon country.

If everyone on the planet consumed the same as the Welsh average, we'd need 2.5 planets to provide the necessary resources and absorb the waste. Wales' ecological footprint, at 10.05 million global hectares, is roughly five times the size of Wales.

The [New Zealand Government](#) published its first [Well-being Budget](#) in May 2019. It takes a different approach to measuring success, based on a broader range of indicators than just Gross Domestic Product and puts well-being at the heart of decision-making.

[Finland](#) is considering a [four day working week](#) to boost productivity and cut carbon emissions. One study found that if we spent 10% less time working, our carbon footprint would reduce by 14.6%, and if we cut the hours we work by 25%, our carbon footprint would decline by 36.6%.



Below are the six areas I recommend that all public bodies, including Welsh Government, should focus on:

- Ensure people can secure decent work
- Transition urgently to a low carbon society that works within its environmental limits
- Ensure we use natural resources efficiently, recognising the limits of the global environment
- Skills fit for the future
- Procure goods and services in ways that support economic, social, environmental and cultural well-being
- Support inclusive local economies

For my full evidence, assessment, key findings and advice please see the section on A Prosperous Wales in Chapter 3: Progress against the well-being goals of the Future Generations Report.



A Resilient Wales



“A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change.”

Well-being of Future Generations (Wales) (Act 2015)

Our natural environment is vital for our well-being. Wild and natural landscapes sustain us; they give us clean water to drink and fresh air to breathe, they store carbon and protect our homes from flooding, and they can help make us happy and healthy. Nature gives us the foundations for our economy, energy system and our food and farming. Pollinators alone, for example, are worth more than £430m a year to UK agriculture. Nature’s health is intrinsically linked to our own.

However, we are in the midst of an ecological and biodiversity crisis on par with the climate emergency. We know that 60% of species are in decline and that one million species globally are threatened with extinction; including 40% of insects globally. We are eroding the very foundations of our economies, livelihoods, food security, health and quality of life worldwide. Nature’s health and people’s health are linked, and the path to recovery starts with a plan for putting wildlife back in our lives.

“The health of ecosystems on which we and all other species depend is deteriorating more rapidly than ever. We are eroding the very foundations of our economies, livelihoods, food security, health and quality of life worldwide.”

Sir Robert Watson, Chair of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services



Policy Recommendations

Welsh Government should commit to large-scale habitat restoration, creation and connectivity throughout Wales, which includes setting statutory targets for nature recovery and specific species recovery measures to help prevent extinction.

Welsh Government should...

Aim to increase spending year on year in line with the recommendations of the UK Committee on Climate Change as set out in my 10 point plan on the climate and nature emergency. (Also a recommendation in CH2)

Commit to prohibiting the use of pesticides by public bodies and set annual targets towards phasing out the use of chemical pesticides on land.

Develop a food system strategy for Wales linking together all parts of the food system from farm to fork.

Work in cohesion with The Office of the Future Generations Commissioner to ensure there is guidance and effective accountability mechanisms on the reporting of the section 6 duty and the well-being goal: A Resilient Wales.

Work with public bodies to deliver 20% tree canopy cover in every town and city in Wales by 2030.

Set standards to ensure people can access natural green space within 300 metres of their home. (Also a recommendation in CH3: A Wales of Cohesive Communities)

Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Clearly demonstrate the connections between their well-being objectives and steps on the environment, and other areas such as poverty, adverse childhood experience, health and community cohesion.
- Clearly set out how they understand the definition of the goal 'A Resilient Wales'.
- Align their actions and reporting on this goal with their commitment under section 6 duty of the Environment (Wales) Act (2016).

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Declare a nature and climate emergency and rapidly accelerate the scale and pace of change to help tackle these challenges.
- Seek to maintain and enhance the natural environment through managing land and sea appropriately to create healthy functioning biodiverse ecosystems and encourage others to do the same.
- Invest in and value the important role biodiverse green and blue space plays in supporting people's health and community well-being.
- Develop your knowledge of nature and increase awareness of the importance of a biodiverse natural environment with healthy functioning ecosystems, and prepare people with skills fit for the future.
- Seek to improve water and air quality, making the environment healthier for both wildlife and people.
- Use natural resources sustainably - being adaptive to an evolving environment.

Where are we now? My assessment of progress in achieving A Resilient Wales:

Biodiversity - the variety of all life on earth - has seen an overall 60% decline in species across the globe since 1970.

The UK [State of Nature report](#) describes the UK as “among the most nature-depleted countries in the world” and the [State of Natural Resources Report](#), produced by Natural Resources Wales, shows that no ecosystem in Wales is currently showing all the attributes of resilience.



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We have an opportunity in Wales to work together and restore our natural environment through the Environment (Wales) Act 2016 which introduces the sustainable management of natural resources.

The [State of Natural Resources Report](#) sets out the national evidence base on the resilience of ecosystems in Wales, and the Welsh Government's Natural Resources Policy sets out the national priorities as delivering nature-based solutions; increasing renewable energy and resource efficiency; taking a place-based approach. Natural Resources Wales' Area Statements will aim to help deliver these across Wales, and Section 6 of the Environment (Wales) Act introduced an enhanced biodiversity and resilience of ecosystems duty for public authorities in Wales.



Well-being objectives and steps relating to the ‘environment’ set by many public bodies do not reflect the definition of the ‘Resilient Wales’ well-being goal, and/or are reliant on other strategies, duties or plans.

It is not always clear how public bodies are helping achieve ‘a biodiverse natural environment with healthy functioning ecosystems’. For example, well-being objectives on the ‘environment’ will often include steps on areas such as waste and recycling. However, using resources efficiently, which includes minimising and reducing waste, is more aligned within the definition of a prosperous Wales. This demonstrates a lack of understanding of the definition of Wales’ well-being goals. From the information [currently available](#), it also appears (at the time of writing) only a handful of public bodies have submitted reports, and even fewer published plans, on how they are embedding the consideration of biodiversity and ecosystems into their day to day activities, policies, plans and programmes under the Section 6 Duty of the Environment (Wales) Act.

There has been a marked change in political commitment and leadership towards meeting the aspirations of the Act in the last year, including on the M4 relief road and declaring a climate and nature emergency, but this needs to filter down to all the actions of Welsh Government.

This was apparent in the First Minister’s [decision](#) on the M4 relief road, the government’s budget allocation for 2020-21 (which included an increased focus on biodiversity restoration and decarbonisation), taking action to address the climate and nature crises together, and several recent policies and initiatives. For example, ‘[Prosperity for all: A Low Carbon Wales](#)’ and [Planning Policy Wales](#) are a clear indication of positive change in the level of priority nature is being given by the Government.

Planning Policy Wales plays a significant role in moving us towards a low carbon society which supports healthy functioning ecosystems.

In late 2019, the Welsh Government Planning Division wrote to every planning authority, reminding them “that development should not cause any significant loss of habitats or populations of species, locally or nationally and must provide a net benefit for biodiversity”, in accordance with the duty to enhance biodiversity under the Environment Act. This is a positive step and I expect to see the implementation of Planning Policy Wales demonstrate how the planning system is helping to reverse the decline in biodiversity and increase the resilience of ecosystems by ensuring appropriate mechanisms are in place to both protect against loss and to secure enhancement.

There is growing recognition at a local and national level of the benefits of increasing tree cover.

Some local authorities such as Wrexham County Borough Council, Bridgend County Borough Council and Cardiff Council have started using i-tree assessments to quantify these benefits in their areas. I would like to see these being used regularly across all of Wales.

There is recognition of the role unsustainable agricultural management plays in the lack of biodiversity in our natural environment. However, there are key policy developments in progress which support sustainable land management.

Welsh Government’s ‘[Sustainable Farming and our land](#)’ report presents revised proposals for consultation, following the ‘Brexiteer and our Land’ consultation. In it, Welsh Government propose to pursue an overall objective of sustainable land management. This approach is a welcome development which, if implemented correctly, could make a significant contribution to meeting the goal of a resilient Wales.



The publication of Wales' first National Marine Plan is an important milestone for our seas, but implementation will be key.

Our seas are an incredible natural asset and support an abundance of diverse and vibrant species, habitats and ecosystems. They also contribute to our well-being, contribute millions to our economy, support thousands of jobs and offer a rich, distinctive heritage. However, our seas are not in good shape. For example, recent evidence suggests that marine ecosystems are not fully resilient, and there is a lack of confidence in the conservation status of many protected features. To help address these challenges, Welsh Government published its first ever [Welsh National Marine Plan](#) in November 2019, setting out the policy for the next 20 years for the sustainable use of our seas, and Natural Resources Wales will publish its first Marine Area Statement in 2020 which, based on the 'Area Profile', will set out what success would look like and the actions identified to get there.

Public bodies and Public Services Boards are recognising the important role green and blue space plays in people's health and well-being. However, they need to go further to ensure these areas are biodiverse and resilient, so we do not lose the preventive role they play.

Good examples include Bridgend County Borough Council developing their green spaces as early years learning spaces, providing activities and facilities aimed at experiential learning of children outdoors, and Glanrhydd hospital (Swansea Bay Health Board) becoming the first hospital in Wales to gain a green flag award. Scaling up these efforts is important not only for wildlife but also because studies have shown that the psychological benefits increase with the richness of species and diversity. This means green and blue spaces should be rich and biodiverse.

There is a need for programmes and approaches which help ensure everyone can live in and access a healthy, wildlife-rich natural world.

It is concerning that the most deprived communities are less likely to live in the greenest areas, and yet, we know time spent in nature has an impact on indicators such as social contact, cohesion and integration, crime levels and education. For example, the Cydcoed initiative in Wales aimed to increase community involvement in local woodlands in areas of either poor access or high deprivation. Its [evaluation](#) found that there had been an increase in social contact, trust, and active engagement, along with a reduction in antisocial behaviour. I would like to see public bodies and Public Services Boards identifying ways, including through the use of technology, they can help connect people of all ages, abilities and backgrounds with nature.

There is a growing focus on the benefits of developing an understanding amongst children and young people of the value and importance of nature.

Our current and future generations will need different skills for a future that will rely on halting and preventing the impacts of climate change, biodiversity loss, and dealing with major socio-economic change. This means we need to ensure our children are developing knowledge and connection to nature from an early age. In Wales, over 90% of schools are registered on the Eco-Schools programme which has helped pupils learn about sustainable living and global citizenship for 25 years. There are many examples of good practice in schools. For example, in Merthyr Tydfil 23 schools (in 2018-19) had a Green Flag award, with four schools achieving platinum status - platinum schools are ranked among the best in the world on the Eco-Schools programme.



In Merthyr Tydfil 23 schools (in 2018-19) had a Green Flag award, with four schools achieving platinum status - platinum schools are ranked among the best in the world on the Eco-Schools programme.

There is increasing awareness and expectation from the public around the nature and climate crises. This provides public bodies and Public Services Boards with an opportunity and imperative for increasing their level of ambition relating to nature and the environment.

For example, in a [survey in June 2018](#), 64% of those polled in Wales stated they want measures to protect the environment to be strengthened when we leave the EU. Membership of conservation and environmental charities also represents one of the largest groups within civil society, for example WWF Cymru has 4,129 members and over 37,000 supporters. I would like to see public bodies work with citizens to develop their objectives and steps to help accelerate the scale and pace of change needed to meet these challenges, increase awareness and understanding amongst their staff across Wales and use sound evidence to inform their decision making.

Given the scale of the challenge, regional growth deals and businesses (and others) all have an important role to play.

For example, Swansea Bay City Deal's portfolio of major projects totalling £58.7 million aimed at tackling climate change and building regional excellence in renewable energy.

Public bodies need to recognise healthy resilient ecosystems are fundamental to our health and well-being, and working with nature is an important part of the solution to addressing many of the significant challenges we face.

For example, nature-based solutions that look at the whole catchment area, rather than a specific point of flooding, can help prevent flooding, as well as bring other benefits. Dwr Cymru's 'Brecon Beacons megacatchment' project, and work to restore the active blanket bog in the Berwyn and Migneint Special Areas of Conservation, are examples of catchment scale, collaborative approaches that seek to restore and connect a variety of habitats.

Poor air quality impacts people and wildlife, and public bodies should seek ways to reduce air pollution to meet Wales' climate change commitments and ensure clean air for current and future generations.

In the UK, poor outdoor air quality is linked to between 28,000 and 50,000 deaths each year with children, the elderly, or those with existing medical conditions most at risk. Air pollution also harms the natural environment, with 74% of Welsh habitats receiving damaging inputs from air pollution. Transport is an area where there are several good examples of public bodies looking at the way their staff travel and focusing their efforts on reducing emissions from commuting. For example, Cardiff Public Services Board and the Vale of Glamorgan Public Services Board have signed up to a Healthy Travel Charter, containing commitments to support walking, cycling, public transport and ultra-low emissions vehicle use, and there are plans to extend the approach across Wales during 2020-21. However, moving towards a low-carbon society will require a dramatic shift in the way we move ourselves and our goods.



A Clean Air Act for Wales should help ensure clean air in Wales for people and the environment.

I expect to see this plan provide Wales with a robust legislative and regulatory air quality management framework that ensures clean air in Wales for people and the environment, including promoting the necessary shift from the private motor vehicle to active travel and public transport and increasing public awareness about air pollution and behavioural change.

Cities such as [Milan](#), [Melbourne](#), [Berlin](#) and [Shanghai](#), are using nature to [tackle policy problems](#), such as urban greening for city cooling, improving citizen engagement to restore public land and flood prevention.

[Denbighshire County Council](#) is seeking to increase [tree canopy](#) in Rhyl. Their five-year ambition is for 18,000 trees to be planted. They are working with Natural Resources Wales and developed community planting days managing to plant 3,000 by the end of 2017/18. The steps they are taking not only seek to enhance nature but also recognise the importance of connecting communities to nature, particularly the benefits to well-being it provides.



How we design our urban environments can help improve air quality, and bring many other benefits.

The design and diversity of green infrastructure can play a significant role in removing air pollution. Trees, for example, absorb pollutants and intercept harmful particulates from vehicle emissions – in Wrexham, trees were found to remove 60 tonnes of pollutants each year. It is positive to see public bodies and Public Services Boards increasingly taking action to develop and implement green infrastructure in their areas. For example, Swansea Council's step to 'Prepare a Green Infrastructure Strategy for the City Centre' and the Gwent Green Grid Partnership established to develop a more consistent approach to Green Infrastructure management across Gwent, helping create healthier citizens, stimulates business opportunities and provides community benefits (cohesion, skills development and volunteering) – a great example of regional collaboration.



Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Maintain and enhance the natural environment through managing land and sea appropriately to create healthy functioning ecosystems
- Make the most of natural green and blue space to support well-being
- Urgent need for a better knowledge of nature
- Clean air and water for wildlife and people
- Ensure we use natural resources efficiently

For my full evidence, assessment, key findings and advice please see the section on A Resilient Wales in Chapter 3: Progress against the well-being goals of the Future Generations Report.



A Healthier Wales



"A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood."

Well-being of Future Generations (Wales) (Act 2015)

Good health is one of the main building blocks of wellness and opportunity. Enabling people to live the highest quality of life they can includes supporting them to have a lifestyle that maintains good physical and mental health, through creating places and environments that support healthy lifestyles and ensuring there are effective services to support people when they need care.

The high proportion of our population in ill health has been brought into sharp focus by the COVID-19 pandemic, with older and less healthy people being the most at risk. Future work to improve health outcomes at all ages needs to be prioritised for the benefit of our population, as well as ensuring we are better prepared for global crises, such as pandemics.

We need to shift the system to prioritising keeping people of all ages mentally and physically well, to enable them to live healthy and fulfilled lives. To deliver this, we need to develop a national wellness system which is an approach to keeping people well focused on the wider determinants of health.



Policy Recommendations

Welsh Government should develop a national wellness system to improve the nation's health and wellness and reduce demand on services.

Welsh Government should...

Change performance management arrangements with public bodies to encourage collaboration to keep people well and reduce demand.

Change funding arrangements across sectors and services to encourage collaboration to keep people well and reduce demand - using increased investment in preventative activities as a first step.

Explore new approaches to investment in prevention, including whether funds raised from new taxes (such as the potential social care levy) could be used for investment in prevention.

Use the wider determinants of health to enable a whole-system approach to improving health and wellness.

Appoint a Minister for Prevention, with responsibility for taking a whole-government, coherent and evidence-based approach to investment in prevention. (Also a recommendation in CH2)

Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Recognise the wider determinants of health.
- Look to collaborate beyond traditional partners to address the wider determinants of health.

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Consider their role in a national wellness system - applying the Welsh Government definition of prevention to their activities as a first step, and exploring the most significant opportunities to shift spend to activities that support primary and secondary prevention; particularly opportunities to work in partnership.
- Support people to act with compassion in order to facilitate understanding of mental well-being.
- Play their part in enabling an active nation; increasing the benefits of physical activity for everyone.
- Prioritise placemaking and designing-in community health and well-being – enabling places to support the health and well-being of people and communities.

“I think it is very important to recognise that health is not just something we fix when it is broken, but something to maintain and nurture.”

People's Platform

Where are we now? My assessment of progress in achieving A Healthier Wales:

There is compelling evidence that we are not investing in the best balance of services to keep people well and to enable them to live healthy and fulfilled lives.

High profile publications including the [World Health Organisation Health Equity status report](#) and Michael Marmot's '[Fair Society, Healthy Lives](#)' suggest that greater investment is needed globally (and by extension in Wales) in the wider determinants of health including income security and social protection, living conditions, social and human capital and employment and working conditions.

There is some evidence of public bodies adopting approaches that are more preventative, but the prevention agenda is not progressing at the scale and pace needed and is not often focused on the wider determinants of health.

Feedback from health bodies and other stakeholders suggests that the level of change towards preventative approaches that are set out in strategy and policy documents is not necessarily taking place at the local and operational levels because of significant barriers to change which include the prioritisation of short-term issues and targets, workforce pressures as well as increasing demand for services.



The Transformation Fund is funding some interesting place-based approaches to prevention, but further work is needed to consider the wider determinants of health and move to a system-wide shift to prevention.

Welsh Government published its strategy '[A Healthier Wales: long term plan for health and social care](#)' in June 2018. This strategy is a definite step in the right direction but I am concerned about the degree to which the actions set out in the strategy are taking account of the wider determinants of health, alongside recognising the need for a whole system approach to keeping people well. There are some positive projects being funded by the Transformation Fund, including, for example, Integrated Well-being Networks in Gwent and I CAN Community Hubs in Llandudno, Rhyl and Prestatyn.

We need to scale up the role of digital and technology to encourage a whole system approach and clear leadership with pace.

While there are some signs of change, our public services are far behind the curve of technological change and not well placed to keep pace with the importance of technology for how future generations want to live their lives. Positive examples include BAPS App, which guides patients through exercises following breast or axillary surgery, and Woffington House in Tredegar being the first care home in Wales to sign the Digital Inclusion Charter for Wales. However data and technology solutions need to be scaled up to make a real impact on population health, for example through investing in local public health teams' ability to understand and track changes in the wider determinants of health, through new streams of data on issues such as air pollution or changes in the labour market. The rapid deployment of digital technology within the healthcare system during the COVID-19 pandemic illustrates what can be done and should be built upon.

Many well-being objectives and steps acknowledge the needs to shift towards prevention and wellness but they need to go further in how they fund these interventions and transform the way they deliver services.

There are some good examples of objectives and steps focusing on promoting healthy lifestyles or improving mental well-being.

Most health bodies have set well-being objectives focused on the more traditional definition of 'health' and contribution to 'A Healthier Wales' goal only, failing to take into account the wider determinants of health, such as poverty, air pollution and poor housing.

Objectives should focus more on the wider determinants of health, such as housing, the natural environment and sustainable travel. Hywel Dda Health Board provide a good example following a review of their well-being objectives in 2019/20: their new objectives focused on the wider determinants including "Promote the natural environment and capacity to adapt to climate change" and "Plan and deliver services to enable people to participate in social and green solutions for health."

[Community Care Collaborative](#) in [Wrexham](#) is an innovative social enterprise designed to design and deliver new models of general practice for healthy and happy communities, that meets not only the medical but also the social and pastoral needs of its patients. It focuses on homeless people and rough sleepers who can access advice and support around mental health, physical health, substance misuse, housing, benefits, domestic violence and probation services.



[Down to Earth](#), near [Swansea](#), is a social enterprise that works with disadvantaged young people and adults from Swansea, Neath Port Talbot and the South Wales Valleys, using outdoor settings for therapeutic development work and rehabilitation. The approach has been clinically proven to improve health in three clinical studies, with most recent research showing the approach is as effective as anti-depressants.



Down to Earth Project, Swansea

One of the best examples of such an approach from elsewhere is the [Bromley by Bow Centre in East London](#). Established in 1984, it provides a [new model for healthy, vibrant communities](#) through providing the combination of a neighbourhood hub, medical practice and community research practice which delivers a range of services that address the wider determinants of health.

- It supports people with a wide variety of integrated services based on their individual needs because they “know that health is primarily driven by social factors, not medical ones.”
- It has strategic partnerships with a wide range of organisations and funders, collaborating to design and deliver highly effective programmes that transform peoples’ lives.

Mental health is a pressing concern for future generations, with poor mental health increasing across our society.

In the production of this report, mental health, and concerns about the impact of mental illness, was the issue most raised with me across all population groups. The challenges many people face have become suddenly starker with the pressures of the COVID-19 pandemic. The scale and impact of poor mental health need tackling as a matter of urgency. One in four adults in Wales are likely to experience a mental health problem each year, and it is estimated that this costs the economy £7.2 billion due to loss of earnings, treatment and welfare provision. The growing prevalence of mental health problems is putting an unsustainable strain on the NHS as well as other public and voluntary sector services.

Tackling mental health is a priority for Welsh Government and other public bodies, but there is not enough join up or consideration of the wider determinants of health to enable a whole system preventative approach.

It is positive that the latest ‘Together for Mental Health’ delivery plan demonstrates that Government is moving toward more preventative approaches and is starting to consider the wider determinants of health but there are missed opportunities, such as the lack of the use of the definition of prevention in the delivery plan, for Welsh Government to lead the way in developing a whole system preventative approach.

Across public bodies, mental health is identified in well-being objectives and steps which demonstrates it is viewed as a priority.

While it is positive to see this focus on mental health in public bodies, this will be undermined if Welsh Government do not drive cross-sector, collaborative investment that reflects the fundamentally important role of the wider determinants of health in preventing mental illness.



Our lifestyles mean that levels of physical activity are declining, which is having a serious impact on our health.

A quarter of Welsh children starting school each year are overweight or obese, and these levels are worst in our poorest communities. Nearly 60% of Welsh adults are currently overweight or obese, and without action, this is projected to increase to 64% by 2030. Welsh Government published '[Healthy Weight, Healthy Wales: Our long term strategy to prevent and reduce obesity in Wales](#)' in 2019, and it is encouraging to see that it includes the well-being goals and five ways of working, as well as setting actions that span healthy environments, healthy settings, healthy people and leadership and enabling change. Like many Government strategies, the challenge will be addressing the gap between policy aspiration and day-to-day implementation, something which has been highlighted throughout the report as the 'implementation gap'.

The 'Healthy and Active Fund' is a good example of a collaborative approach to improving physical activity at the national level, but further work is needed to integrate all of the opportunities for physical activity into action at the local level.

Although relatively early on in its implementation, the fund has the potential to demonstrate a new way of working and a shift towards prevention. However, with a relatively low level of funding – just £5.4 million over three years, there are questions as to whether this is sufficient to meet the scale of the challenges of increasing physical activity rate and reducing obesity amongst a population with high levels of obesity.

As shown in several sections of Chapter 5 in the report (Planning, Housing and Transport in particular) further action is needed to ensure that the places we live, work and play in support our physical and mental health.

[North Carolina, United States](#) – the Department of Health and Human Services authority is delivering five-year 'Healthy Opportunities Pilots'. These pilots enable payers, providers, and community-based organisations to integrate non-medical services directly linked to health outcomes into the delivery of care. Non-medical services include addressing [housing instability](#), [transportation insecurity](#), [food insecurity](#), [interpersonal violence](#) and [toxic stress](#).

A school in [Des Moines, Iowa](#) starts the day with a "Be Well" session that blends yoga movements and breathing exercises with discussions about gratitude, interacting peacefully with others, and getting enough sleep. After lunchtime, the classrooms dim the lights and play calming music for a 10-minute meditation and mindfulness practice.

Ciclovía is an intervention that started in [Bogotá, Colombia](#) and has spread to 100 cities in South America. It allows runners, walkers, cyclists, and skaters to exercise on streets by closing them off to cars every Sunday morning and every public holiday.



© Muttville Senior Dog Rescue

Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Consider your role in a national wellness system
- Support people to act with compassion
- Play your part in enabling an active nation
- Support place-making and designing-in community health and well-being

For my full evidence, assessment, key findings and advice please see the section on A Healthier Wales in Chapter 3: Progress against the well-being goals of the Future Generations Report.



A More Equal Wales



“A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic circumstances).”

Well-being of Future Generations (Wales) (Act 2015)

Equality is everyone’s issue. Despite progress in some areas, such as increases in employment, a narrowing of educational attainment gaps for some, and an increase in levels of political participation, we still see levels of inequality that are frankly unacceptable in the 21st century.

There is clearly a lot still to do in Wales to ensure everyone is free from discrimination and can enjoy their basic human rights.

This chapter of the Report focuses on how key challenges affect certain groups (those listed in the Equality Act 2010) but also recognises intersectionality which is understanding the way in which characteristics such as gender, race or disability can interact and increase disadvantage in specific situations.



Policy Recommendations

Welsh Government should consider how it can respond to future trends (such as increasing automation, our ageing population and climate change) in ways that reduce inequalities rather than perpetuating them.

Welsh Government should...

Take bold steps to tackle the inequalities experienced by Black, Asian and minority ethnic communities in Wales - including through a Race Equality Strategy.

Implement the recommendations of the Gender Equality Review with a particular focus on the implications of future trends as well as current challenges.

Ensure that it uses every lever available to reduce inequalities and end poverty in Wales, maximising opportunities across all of the well-being goals.

Ensure that the new school curriculum in Wales adequately equips children to become ethical informed citizens of a diverse Wales; especially in the context of the apparent growth in hate crime exacerbated by Brexit.

Ensure that it is using levers such as the Public Sector Equality Duty; socio-economic duty and the Social Partnerships (Wales) Bill, in ways that align to the requirements of the Well-being of Future Generations (Wales) Act 2015 - particularly setting, delivering and reporting on well-being objectives.

Set challenging targets for public sector recruitment, ensuring people with diverse characteristics are visibly represented in government at all levels. This approach should recognise the importance of lived experience of disadvantage as a valid recruitment criteria. A Real Life Fast Track should be introduced as part of government recruitment. (See Chapter 2 recommendation on the 'Real Life Fast Fast Track'.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Ensure that objectives consider opportunities to tackle poverty and inequalities in the context of all of the well-being goals - not solely focusing on economic and social opportunities.
- Consider more collaborative and integrated approaches to tackling poverty and inequalities across services, focusing on groups that face particular disadvantages.

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Tackle poverty and socio-economic disadvantages.
- Ensure equal access to decent jobs - recognising everyone's value.
- Give people equal opportunities to participate in decision-making to enable equal outcomes.
- Enable people to develop the skills and knowledge to be fulfilled.
- Understand the causes and effects of health inequalities.

“I speak not for myself but for those without voice... those who have fought for their rights... their right to live in peace, their right to be treated with dignity, their right to equality of opportunity, their right to be educated.”

Malala Yousafzai



Where are we now? My assessment of progress in achieving A More Equal Wales:

There is more work needed for public bodies to apply an equality lens to their well-being objectives and to align them with their equality objectives.

Inequality in terms of socio-economic status as well as race, gender, disability, age, sexual orientation, religion and belief (often described as those with protected characteristics) intersects across every one of our national well-being goals. According to the Joseph Rowntree Foundation, the biggest driver of poverty is the educational attainment of children when they leave full time education, so it is therefore positive that many well-being objectives relate to equality in terms of educational opportunities and reducing gaps in educational attainment. For example, 'Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity'.

Patterns of poverty have not changed significantly over generations, and poverty therefore remains a key challenge for future generations.

According to a [recent publication from the Bevan Foundation](#), there are some encouraging signs that poverty does not seem to be getting worse – in fact the overall poverty rate in Wales has reduced from 24% to 23%, with similar reductions to the child poverty rate (29% to 28%) and working-age adult poverty rate (23% to 22%). However, this is set against a backdrop of a stubborn pattern of poverty that hasn't significantly changed over generations and too many children are trapped in intergenerational cycles of lifelong adversity and disadvantage.

It is positive that Government are enacting the socio-economic duty, but many of the other levers to end poverty are not in place and it needs to align with the Well-being of Future Generations Act.

Welsh Government is operating in a challenging international context, with the uncertain economic fallout from the COVID-19 pandemic on top of uncertainty about the extent to which Brexit will affect Wales and our poorest communities. Whilst Government is clearly committed to tackling poverty, action needs to be taken to apply the lens of poverty in relation to all of the well-being goals if we are serious about ending poverty and creating a better Wales for future generations.

Public bodies should consider the equality impact of future trends particularly in relation to the changing nature of work and our ageing population.

Research suggests automation is likely to affect some groups and characteristics more than others resulting in further disadvantage to already economically-deprived places, communities and groups. There is a significant risk that the lack of up-skilling opportunities will disproportionately affect the groups who are already disadvantaged today. For example, the World Economic Forum estimates that by 2026, 57% of the jobs that will have been displaced by technology would have been undertaken by women. Many public bodies have well-being objectives around tackling loneliness and isolation in our older population but relatively few public bodies are addressing what this might mean in terms of jobs and skills in their area.



That is, how they will derive positive benefits from the potential for older people to work for longer, either formally or informally through volunteering, and the transfer of skills and experience. We need to enable people to stay in employment for longer, to support ageing well and to have a positive effect on the economy.

Public bodies should also consider the equality impact of future trends in identifying and mitigating the effects of climate change.

The impact of climate change is also likely to be felt unequally both in terms of its effects and in terms of actions to prevent and mitigate it. Policy solutions to tackle climate change also risk widening inequality if not considered carefully. For example, an approach to decreasing carbon emissions from transport focused on incentivising the purchase of electric vehicles, could further disadvantage those in socio-economic disadvantage who cannot afford to own a vehicle.

Employment in Wales has risen in recent years, but there are still unacceptable inequalities for many groups of people.

In Wales today, there has been an increase in the proportion of women employed in high-paid occupations, and the gender pay-gap has narrowed. Despite this, insecure employment has increased for those aged 16–24, the gender pay-gap for full-time employees remains, non-disabled people in Wales are twice as likely as disabled people to be employed, and employees from ethnic minority groups in Wales earn 7.5% less per hour (on average) than white British employees in Wales.

Work is no longer a guaranteed route out of poverty.

Evidence suggests that in-work poverty is increasing and that it also disproportionately affects certain groups, therefore exacerbating existing inequalities. According to Bevan Foundation analysis, most people living in poverty in Wales live in households where at least one adult is in work: 64% of working age adults and 67% of children who live in poverty live in such households. Too many jobs in Wales pay low wages and provide little security, not leaving people with enough money to build a decent life for themselves and their families. There are examples of public bodies taking action to create fairer working conditions, from Welsh Government running a reverse mentoring scheme in which more junior members of staff with protected characteristics are matched to senior civil servants to mentor them, to Swansea Bay Health Board having LGBT+ and Black Asian and minority ethnic networks to raise understanding, improve staff support and boost patient care.

There are signs that political and civic participation are increasing, but we have a way to go to ensure organisations are putting into practice the ‘involvement’ way of working set out in the Well-being of Future Generations Act.

Through my work monitoring and assessing public bodies, I’ve found that some bodies are discussing ‘involvement’ and ‘equality’ but not necessarily beyond broad statements. For example, the step: “We will enable a greater number, and a wider diversity, of people to enjoy, take part and work in the publicly funded arts” which does not reflect the steps this organisation needs to take to broaden the equality and diversity of involvement, decision-makers and community role models.



Whilst it is positive that there are some good examples of involvement such as ‘Measuring the Mountain’ (an initiative funded by Welsh Government to develop a Citizen’s Jury to explore ‘What really matters in social care to individuals in Wales?’) and Aneurin Bevan University Health Board taking a ‘you said, we did’ approach through communicating the results of involvement to the people they have involved in decision making, it is clear that public bodies need to do more, especially in terms of targeted approaches to working with specific groups who face disadvantage.

Wales is showing commitment to listening to young people through lowering the voting age to include 16 and 17-year olds.

The involvement of young people in decision-making is particularly important to represent the interests of future generations and the reduction of the voting age in Wales in a new Act is a cause for celebration. Public bodies should make the most of opportunities to engage with young people in their decision making and show how young people’s voices are influencing decisions to improve Wales.

Despite some progress, further work is needed to ensure our decision makers share the characteristics of the people they are making decisions for.

For example ethnic minority groups are under-represented in public appointments and the judiciary and few disabled people are in positions of power in Wales. We need a concerted national effort to ensure decision makers are more diverse, taking account of all of the protected characteristics, and mechanisms are in place to ensure any citizen who would like to get involved with improving a service or plan are given the opportunity to do so.

Violence Against Women remains a significant and persistent challenge despite an increased focus and introduction of specific legislation.

Domestic abuse and violence against women and girls remains a significant challenge in Wales, not only because of the impact it has on victims’ physical and mental health and on demand for public services in the short term, but also because of the longer term impact on the intergenerational transmission of childhood adversities. Whilst there is clear policy commitment and intent from Welsh Government, including a pledge from the First Minister to make Wales the safest place for women, analysis by Audit Wales on implementation of the Act demonstrates that there is more work to do.

According to the Global Gender Gap Report, [Iceland](#) is the most gender-equal country in the world for the 11th time in a row, having closed almost 88% of its overall gender gap.

Karlie Kloss is a female role model who encourages young women to pursue careers in technology fields through her Kode with Klossy programme, and Professor Sue Black OBE founded [#techmums](#) which equips women with the digital skills they need to navigate the workplace of the future.

Wilderness on Wheels is an organisation in [Colorado](#) that helps children and adults with disabilities have experiences like everyone else does, including outdoor activities. It helps people of all abilities get access to nature and outdoor activities, including camping, hiking, and fishing.



In 2015, Prime Minister [Justin Trudeau](#) formed the first gender-balanced cabinet in [Canada's](#) history and put the country at fifth place in the world in terms of percentage of women in ministerial positions. When reporters asked Trudeau about why gender parity was important to him, he retorted: "Because it's 2015."

[Black Thrive](#) is an organisation that aims to end the stigma associated with mental health and address mental health inequalities experienced by [Lambeth's](#) Black communities.

Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Tackling poverty and socio-economic disadvantages.
- Ensuring equal access to decent jobs - recognising everyone's value.
- Giving people equal opportunities to participate in decision-making to enable equal outcomes.
- Enabling people to develop the skills and knowledge to be fulfilled
- Understanding the causes and effects of health inequalities.

For my full evidence, assessment, key findings and advice please see the section on A More Equal Wales in Chapter 3: Progress against the well-being goals of the Future Generations Report.



A Wales of Cohesive Communities



“Attractive, safe, viable and well-connected.”

Well-being of Future
Generations (Wales) (Act 2015)

"Connect is the magic word."

Gwent Citizens Panel,
October 2019

Cohesive and connected communities are an important part of people’s individual well-being, and more people now realise the value of kindness, community and connections on well-being. Communities in Wales in 2050 will be well-connected (including digitally), will be able to adapt to change, and will be focused around the well-being of the people who live there. People will be trusted and empowered to do the things that matter to them, and they will have good access to key services such as education, health, housing, retail, transport and community safety.



Policy Recommendations

Welsh Government should seek to adopt a placemaking approach for community programmes, facilities and services aligned to the placemaking principles contained within Planning Policy Wales.

Welsh Government should...

Ensure its loneliness strategy is identifying how it can make a contribution to meet its well-being objectives and Wales' well-being goals.

Ensure everyone in Wales has access to reliable digital and internet connectivity; and work with business and voluntary organisations to help achieve this.

Require applications for the community facilities programme to demonstrate how they will contribute to local well-being objectives.

Support public bodies to deliver a more integrated approach to service delivery in rural areas.

Support public bodies to work better together to plan, prepare and shift their activity and resources towards prevention; to help tackle crime and anti-social behaviour.

Commit to introducing the 20 minute neighbourhood concept for all towns and cities in Wales; creating healthier, happier communities fit for a zero-carbon future. This means strong, well connected neighbourhoods where people live within a 20 minute walking distance of key everyday services, and prioritising mix-type development which combines housing, transport links, public services, workplaces and recreational facilities.

Ensure the socio-economic duty aligns to the Well-being of Future Generations (Wales) Act 2015 (Also a recommendation in CH3: A Prosperous Wales).

Support the establishment of two or three pilot landscape-scale, community stewardship projects, building on the lessons learned from the Skyline project. (Also a recommendation in CH3: A Resilient Wales)

Set standards to ensure people can access biodiverse green spaces within 300 metres of their home. (Also a recommendation in CH3: A Resilient Wales)

Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Clearly demonstrate the connections between their well-being objectives and steps on community cohesion, and other areas such as tackling inequality and poverty, the natural environment, fair work, skills, health and well-being.
- Clearly set out how they understand the definition of the goal: 'A Wales of Cohesive Communities'.
- Align their action and reporting on this goal with their commitment under the socio-economic duty, to ensure their well-being objectives are addressing socio-economic disadvantages.

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Enable people to be active in their communities by creating the conditions where they can do the things that matter to them.
- Support communities to be well connected and a place where people feel safe.
- Enable good access to key well-being services.
- Value the role and potential community anchor organisations can play in building cohesive communities.



Where are we now? My assessment of progress in achieving A Wales of Cohesive Communities:

Public bodies and Public Services Boards are committed in their focus on communities but should ensure they are embedding a culture of meaningful involvement, enabling communities to inform and shape local decisions.

Public bodies and Public Services Boards in Wales set more well-being objectives on the theme of 'community' than any other topic. For example, 109 well-being objectives (of 295) set by public bodies, and 46 well-being objectives (of 94) set by the 19 Public Services Boards for the period 2018-19, relate to this theme.

There are some promising projects that connect people with their local surroundings and natural resources in a way which can help rebuild and create a new future for communities.

For example, community stewardship of land provides an opportunity to connect people to their local area. In South Wales, [Project Skyline](#) is working to give communities a connection to their local landscape that can provide income, jobs, a place of social and cultural activity, and a home for nature.

The publication of Planning Policy Wales 10 is a significant step towards ensuring Wales has well-connected and safe communities, but the focus should now be on consistent implementation.

Wales needs an efficient, clear and transparent planning system that works for planners, developers and communities. Communities need to be involved from the very beginning, in a meaningful way, in the design of the plans and decisions which will affect them. [Please refer to my section on 'Planning' in Chapter 5, for further information, analysis of well-being objectives and my recommendations.](#)

There is a need for public bodies and Public Services Boards to consider mobility solutions that benefit community cohesiveness, health, equality and the environment.

If we get connectivity right, it will have a significant impact on our ability to improve community cohesion, reduce air pollution, improve health and well-being, and meet carbon reduction targets. For example, around 24% of all car trips across the UK are under two miles, meaning that a large proportion of these trips could be done by walking, cycling or scooting. An integrated, low-carbon, affordable, reliable and efficient public transport network can improve health and activity levels and tackle issues such as air pollution, climate change and inequality. Around 57% of those recently surveyed by the RAC said that they would be willing to use their cars less if the quality of public transport improved. [Please refer to my section on 'Transport', in Chapter 5, for further information, analysis of well-being objectives, and my recommendations.](#)



Public bodies recognise the importance of good quality housing on people's well-being but are not considering the longer-term trends.

My analysis shows that 43 of the 295 well-being objectives set by public bodies relate to housing (set by 24 of the 44 bodies covered by the Act). However, few public bodies have expanded on their objectives to explore the long-term trends within housing. For example, how they're considering demographic change, different living arrangements, such as house sharing or intergenerational home shares, or advances in technology that could mean people living at home for longer. [Refer to my section on 'Housing', in Chapter 5, for further information, analysis of well-being objectives and my recommendations.](#)

Loneliness is a national crisis and is being increasingly recognised by public bodies in their well-being objectives and steps.

[Figures published by the Office for National Statistics](#) tell us that 2.4 million adult British residents – of all ages – suffer from chronic loneliness. In Wales, 16% of people were found to be lonely in 2017-18, with younger people more likely to report feeling lonely than older people. Public bodies and Public Services Boards are making the connections between well connected, safe communities and the broader issues of well-being, particularly in tackling loneliness and isolation. For example, Monmouthshire County Council's step to: 'Develop opportunities for people to be involved in their local communities reducing isolation and loneliness'.

There are several positive interventions taking place at a national and local level to intervene earlier to address the root causes of crime and violence.

For example, DRIVE is a programme which targets perpetrators of domestic abuse – an area which has traditionally had less focus. It has been piloted in five Police Force areas across Wales including South Wales. It has seen a 30% reduction in domestic abuse offending, 88% reduction of sexual abuse, 82% reduction in physical abuse, 75% reduction in stalking and harassment and 73% reduction in controlling behaviour. It costs £2,400 per offender.

Access to key well-being services in communities is unequal across Wales.

According to the [2018-19 National Survey for Wales](#), 80% of people were satisfied they were able to get to or access the services they need. They were [least satisfied](#) with their ability to access services like community centres, secondary schools, libraries and youth clubs.

The Community Facilities Programme and Community Hubs programme are supporting positive approaches in bringing communities together but needs to be aligned with the plans and objectives of public bodies and Public Services Boards.

While these programmes are important opportunities to improve community cohesion, Welsh Government should ensure they are connected and aligned with the delivery of plans and well-being objectives of public bodies and Public Services Boards in each area, and are not delivered in isolation.

More public bodies are recognising that access to green and blue spaces can have a positive influence on community health and well-being.

For example, Newport Public Services Board have a well-being objective which states: 'Newport has healthy, safe and resilient environments'. From this, a 'Green and Safe Community Engagement Officer' was funded to facilitate delivery of the objective which has significantly contributed to progress, with all partners working together to shape a Newport wide vision called the 'Newport Green and Safe Offer'. However, there is still a long way to go in getting more people in Wales outdoors, using and enjoying their local surroundings, helping them connect to nature and discover the history of their communities. Recent data from the Green Space Index suggested that over 236,000 people in Wales do not live within a ten-minute walk of greenspace and many people are not reaping the benefits of spending time together outdoors in their community.

The socio-economic duty is an opportunity to reduce inequalities in Wales and should align with the Well-being of Future Generations Act.

It will require specified public bodies, when making strategic decisions such as 'deciding priorities and setting objectives', to consider how their decisions might help reduce the inequalities associated with socio-economic disadvantage. Welsh Government should ensure it is aligned, both in principle and in practical terms, with the Well-being of Future Generations Act.

Public bodies are not always clearly making the links between prosperity and 'fair work' in their objectives and steps.

While public bodies are focussing on employment and economic growth in their areas, few are making the links to 'fair work' in their objectives and steps.

Every community in Wales has its key anchor organisations, and their role should be better recognised and valued by public bodies and Public Services Boards.

There are many community and voluntary sector groups across Wales improving well-being in their areas, but these organisations have told me the work they do is not always fully appreciated by public bodies, and they are frustrated with their ability to secure long-term funding and work as partners on an equal, trusted basis. This is consistent with my analysis of well-being objectives.

There have been positive developments from Welsh Government in recognising and supporting the contribution that inclusive local economies can make towards a number of the well-being goals,

such as A Prosperous Wales, A More Equal Wales and A Wales of Cohesive Communities. It is encouraging that Welsh Government have prioritised this area for investment with their [£4.5m Foundational Economy Challenge Fund](#), supporting businesses and organisations operating within the foundational economy. I am encouraged to see the number and variety of projects that have been funded across Wales. For example, £100,000 to Cwmni Cymunedol Bro Ffestiniog in North Wales to support community businesses to work with three social enterprises to develop plans in community tourism, renewable energy and digital media content. A new consultancy service for the foundational economy will also be established, and £100,000 given to Carmarthenshire County Council to increase the number of local or regional food businesses supplying the public sector in the area.



The [government in Brussels](#) is supporting [initiatives](#) where older people offer a room in their homes to a younger person, to help combat loneliness and issues around housing affordability. Projects are already under way to create 350 new intergenerational homes as part of the city's public housing policies.



[Aneurin Bevan University Health Board](#) and its partners have developed the [Ffrind i Mi \(Friend of Mine\)](#) initiative. This is ensuring anyone who feels lonely or isolated is supported to reconnect with their communities; thereby matching the interests of people to volunteers with the same interests, for example gardening, watching sport or dog walking. They are continuing to build on this work with new partners, to explore broader benefits. For example, they have recently partnered with the Fire Service to bring cadets on board as intergenerational volunteers.



Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Create the conditions where people and communities can do the things that matter to them
- Support communities to be well-connected and safe
- Ensure everyone has access to key services
- Value the role and potential community anchor organisations can play in building cohesive communities

For my full evidence, assessment, key findings and advice please see the section on A Wales of Cohesive Communities in Chapter 3: Progress against the well-being goals of the Future Generations Report.



A Wales of Vibrant Culture and Thriving Welsh Language



“A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.”

Well-being of Future Generations (Wales) Act (2015)

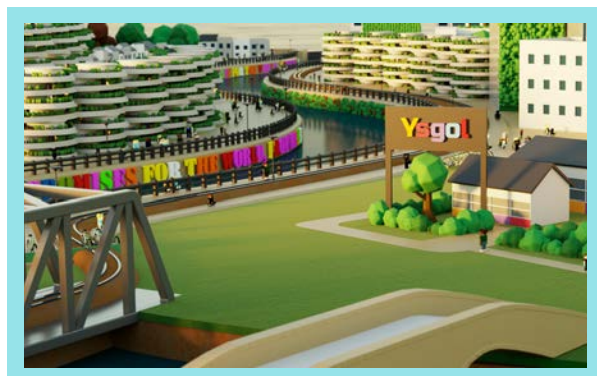
When we talk about culture in this section, we refer to the arts, archives, heritage, language, literature, libraries, museums, religion, play, sport, recreational activities, and creative industries in Wales.

Welsh language is not simply a means of communication – it is an intrinsic part of who we are as a nation, our culture and our way of life.

Culture is part of the DNA of Wales. We were ahead of the rest of the world when we put culture at the forefront of our approach to sustainable development by introducing it as one of the statutory dimensions of the Well-being of Future Generations Act.



Some of our 2020 Future Generations Leadership Academy Cohort at the Wales Millennium Centre



Policy Recommendations

Welsh Government should ensure that its cultural agencies including CADW, Visit Wales, Creative Wales and national bodies like Arts Council of Wales, National Museum Wales and the National Library are working together to better make the connections between how culture and language are addressing the climate and nature emergencies. The sector should be supported in this work by all government departments and wider public services.

Welsh Government should...

Put long term funding commitments in place to support cultural development and the creative industries across Wales.

Ensure the revised national culture strategy is aligned with the Well-being of Future Generations (Wales) Act 2015 and fully reflects the sustainable development principle.

Ensure that the Welsh language is fully mainstreamed into all Welsh Government policies, guidance and strategies.

Develop clear, sustainable pathways for people to access and achieve success in the cultural professions.

Ensure adequate funding for the Welsh language in order to reach the 2050 Strategy targets.

Develop a large scale approach to ensuring cultural facilities, programmes and venues are accessible to staff, audiences, participants and cultural professionals; including specific capital pots in place to deal with overarching building developments that are needed.

Develop cultural partnerships akin to the Fusion/Cyfuno model to support skill development and employability. Consider how this could support the national mission in education, set out in the section on Skills in Chapter 5.

Demonstrate that investment in culture is considered important; social return on investment is understood and money is invested in the prevention agenda to support this.

Develop a national strategic communications campaign to promote the benefits of culture on the wider determinants of health.

Lead on a cultural landscape partnership programme between cultural and environmental sectors with innovative approaches developed to mitigate key issues identified.

Develop cultural corridors across Wales that encourage public, private and voluntary sectors to connect cultural and creative sites, programmes and institutions to widen well-being opportunities, reach and prosperity.

Find a way to secure the development of statues of five Welsh women through appropriate Welsh Government funded infrastructure programmes.

Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Ensure that the dimension of cultural well-being is integrated with other objectives, in particular to address health and inequalities.
- Go beyond statutory requirements when setting objectives relating to culture and Welsh language.
- Clearly set out how they understand the definition of the goal: 'A Wales of Vibrant Culture and Thriving Welsh Language'.
- Involve arts, language and culture practitioners and organisations in setting their objectives and steps.

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Develop skills, increase opportunities and respect our status as a bilingual nation.
- Support people to engage with culture in their daily working and recreational lives and bring out the best in our cultural professionals.
- Use cultural and linguistic interventions to address wider societal issues.
- Use culture and the Welsh language as a driver for economic and environmental change.
- Enable our citizens to access and engage with their own and other cultures.



Our Future Wales conversation, Culture Roundtable



For example, we need more clearly-defined duties set through legislation, a far-reaching strategy to increase the number of teachers teaching through the medium of Welsh, ensuring that people who come to live in Wales from abroad have opportunities to learn Welsh and making Welsh classes affordable and accessible for all.

For example, the development of conversational Artificial Intelligence for the Welsh language; using the new curriculum and the Hwb website to develop children's and young people's skills in digital literacy, coding and digital content creation in Welsh; support workshops that ensure people create and publish video, audio, image and text content in Welsh; applications and online Welsh language lessons.



Public bodies' objectives and steps do not always meet the level of ambition needed to achieve this goal and are not demonstrating sufficiently how they will contribute to the national target of a million speakers and an increase in those who speak Welsh daily to 20% by 2050.

Of the objectives that do mention Welsh language, most refer to the Welsh Language Standards or the statutory duty on public bodies to promote and protect the language. For example, Carmarthenshire, Ceredigion and the Vale of Glamorgan councils, and Amgueddfa Cymru all have steps within their objectives to 'Implement the Welsh Language Standards.'

Welsh Government is continuing to show political will and determination to improve and promote the Welsh language but more needs to be done to address the loss of Welsh language skills when young people move beyond statutory education.

Policies such as Cymraeg 2050 (the strategy for the promotion and facilitation of the use of the Welsh language, which sets out the Welsh Government's long-term approach to achieving the target of a million Welsh speakers by 2050) and the National policy on Welsh language transmission and use in families (which aims to inspire children and young people to speak Welsh to their children in the future; reignite the Welsh language skills of those who may not have used Welsh since their school days, or who have lost confidence in their language skills, to speak Welsh with their children; support and encourage the use of Welsh within families, where not everybody speaks Welsh; and to support Welsh-speaking families to speak Welsh with their children) are helping raise the profile of the Welsh language.

Eluned Morgan AM's Our Future Wales Response (which stated that investing in the Welsh language and audience insight research to learn more about the public's behaviours and attitudes towards the language) also reaffirmed Welsh Government's ambition for the language. However, efforts need to be scaled up as many young people lose their Welsh language skills when they move from statutory education to further or higher education and current Welsh Government projections based on the 2011 Census show that if efforts to promote the Welsh language are not increased, we will have around 666,000, rather than one million Welsh speakers by 2050.

Areas such as broadcasting and online streaming sites are non-devolved, but demand for Welsh culture and language is increasing. Welsh Government should further explore opportunities to use these platforms to share Welsh culture and language with wider audiences across the world.

Welsh Government are able to show some evidence on how they are supporting the cultural economy but need to ensure they are applying principles of sustainable development across all policies in this area.

There are good examples such as the establishment of Creative Wales; successes in showcasing Wales' cultural work internationally at the Smithsonian Folklife Festival, Wales in Venice, Wales at London Book Fair, and Lorient Interceltic Festival in Brittany to name a few; and providing additional capital funding for the Books Council of Wales. However, more can be done as, for example, Creative Wales' plan does not make any reference to meeting the aspirations of the Well-being of Future Generations Act.



Our natural environment is a key part of Wales' tourism offering. Welsh Government must therefore demonstrate how its Tourism Strategy and support for major events are enhancing biodiversity and contributing to carbon reduction.

Creativity's importance is recognised in the new curriculum by Welsh Government, but more needs to be done to promote this skill as part of lifelong learning and into current workforces.

Currently people feel culture is not always valued as it should be in education. The Curriculum for Wales 2022 is a positive first step, with a focus on softer skills, including creativity. The benefits of the new curriculum will only be realised if it is implemented fully, and with teachers prepared (personally and professionally) to deliver its challenging requirements. This involves working differently; involving a broader range of people in education. (Please see the section on Skills in Chapter 5 for more information.)

Funding to support cultural assets, production and delivery is not always seen as essential and can be the first thing to go when budgets are considered by public bodies.

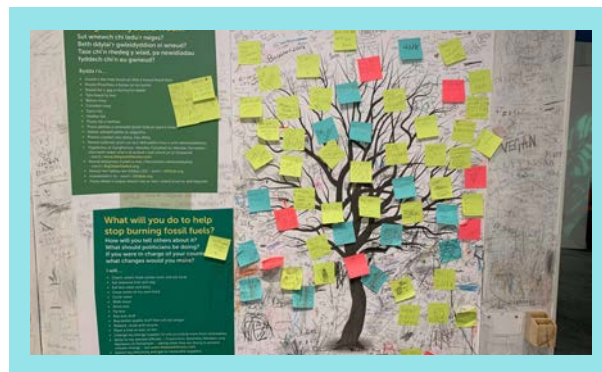
Public funding of the arts in Wales decreased by 18% between 2011-12 and 2017-18; a third of libraries in Wales have closed or changed hands since 2010 due to budget cuts; the Arts Council for Wales report for 2018-19 has identified cuts in public sector funding as one of the critical risks that could lead to key cultural organisations failing.

Not enough public bodies have set objectives and steps in relation to this goal and those who do are not always making the connections between culture and language and their other objectives, for example, ones related to health and decarbonisation.

The three national park authorities and Natural Resources Wales are ahead of others in recognising the positive impact of culture on other aspects of well-being. They are using culture and language as a preventative mechanism, thereby addressing wider issues related to the environment and health. However, the majority of public bodies have taken a narrower approach and focused their objectives and steps in a specific area of culture (such as language, sport or the arts) rather than looking at how culture can integrate with other sectors.

Public bodies are also starting to recognise that culture is a powerful tool that can help raise awareness of environmental challenges, but a more coordinated approach is needed in order to scale up the many examples across Wales.

Good examples include Natural Resources Wales' partnership with Ford to plant trees in old mining areas; Pembrokeshire Coast National Park Authority's initiatives and projects designed to raise awareness and tackle climate change through the medium of culture; EGIN - a two-week residency responding to climate change, held in the northern reaches of Snowdonia National Park; Head4Arts' annual free family-friendly events to celebrate Earth Hour.



Pembrokeshire Coast National Park Authority's initiatives and projects designed to raise awareness and tackle climate change through the medium of culture present another good example, demonstrating that culture is one of the most powerful tools we can use to prompt thought and help address wider societal issues. I'd like to see more public bodies follow Pembrokeshire's example.

- The Artist in Residence in Oriel y Parc Landscape Gallery and Visitor Centre prepared an [exhibition on climate change](#);
- The authority [commissioned interactive wildlife sculptures](#) to help raise awareness of marine litter;
- [The Changing Coast Project](#) is encouraging people to take photos from one of the park's fixed-point photography posts and share them with the authority, in order to document coastal change in Pembrokeshire.

The importance of culture for the improvement of health and well-being is being increasingly acknowledged by public bodies, and there are some innovative programmes being delivered and they should be identified, shared and scaled up.

For example, Snowdonia National Park Authority's project "Literature Reach" (which enabled six mental health clients, ten elderly people and eight Gysda clients to participate in arts activities in the outdoors and at heritage sites, including visual arts, poetry and music); Cardiff and the Vale University Health Board's "Arts for Health and Well-being" (focused on using art and culture to improve the patient experience);

Hywel Dda Health Board and the National Library's "Living Memory" project (which uses the library's visual collections for therapeutic purposes); The National Library's "Wici" project (aimed at improving Welsh-medium health-related information); Denbigshire Council's "Lost in the Arts" project (a visual arts project for people living with dementia and their carers).

The culture and sport community recognise their role in meeting a range of well-being objectives, but this is not always sufficiently acted upon by public bodies who can better demonstrate the link between these areas and prevention within objectives and steps.

Some public bodies are recognising the importance of sport and physical activity for health and are starting to consider the wider role this sector can play, which is encouraging. However, many public bodies are missing opportunities to see sport and physical activity as a lever for meeting objectives beyond the more obvious improvements to health. Other than Public Health Wales, there is little evidence within objectives and steps that health bodies are discussing this goal (including sport) in a preventative way. Most of the objectives and steps seem to be related only to treating people who are already unwell.

The response to the COVID-19 crisis is triggering a greater appreciation of the role of culture and sport and innovative ways of involving people.

Culture is beneficial to our mental well-being, especially in moments of stress and isolation. Fortunately, through technological advancement, culture can now be consumed and experienced at home. For example, National Museum Wales have made their collections available online. They have also developed several online learning sources that can help parents with home-schooling their children. National Library for Wales has made many of their resources accessible online, without registration. This has been a lifeline for many during the COVID-19 crisis.



A greater focus on access to culture and the promotion of cultural equality and justice is needed by public bodies.

Public bodies in Wales should use their well-being objectives and steps to address inequalities. There are many great programmes in Wales helping to reduce inequalities and make culture easily accessible and relevant to everyone, such as St Fagan's National Museum of History holding a Refugee Wales exhibition; Cardiff Story Museum working with Syrian refugees to create a community space and tell the story of Cardiff as a city built on migration; Welsh National Opera outreach programme - making opera more accessible to communities through free and accessible family concerts and interactive opera days.

Literature Wales has several amazing programmes that contribute to this and many of the other well-being goals. They:

- Have a [scheme](#) for the development of under-represented Wales-based writers from Black, Asian and minority ethnic backgrounds, and writers with a disability or illness (mental or physical)
- Announced an [investment](#) which aims to encourage engagement and inclusion in communities across Wales
- Have a programme, [Reading Friends](#), aimed to start conversations and get people chatting, especially vulnerable and isolated older people, people with dementia and same-generation carers
- Organised weekly creative writing [sessions](#) with writer Mike Church at the home of the Ospreys, Liberty Stadium, which inspired the participants to create their own stories in the form of a video and a book

National Theatre Wales, in partnership with Natural Resources Wales and with support from the National Trust, British Council Wales and Snowdonia National Park organised [EGIN](#) - a two-week residency responding to climate change, held in the northern reaches of Snowdonia National Park, drawing on the inspiring Welsh landscape and its complex social history, together with insight from active local communities.

An example of developing Welsh language within education was on a recent [Lead Creative Schools project](#). Pupils at [Ysgol Y Traeth](#) collaborated with artist Catrin Williams and author Lowri Cooke, to explore different foods available in their local area. This experience helped pupils' confidence in speaking Welsh but also provided an opportunity to explore their local culture. One impact of this was an increase in pupils' awareness of the social use of the Welsh language on a local level, as well as supporting local business and valuing local produce.



Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Support the Welsh language
- Value culture and creativity as a core dimension of well-being
- View culture as a mechanism for wider change
- Ensure culture is available to all

For my full evidence, assessment, key findings and advice please see the section on A Wales of Vibrant Culture and Thriving Welsh Language in Chapter 3: Progress against the well-being goals of the Future Generations Report.



A Globally Responsible Wales



“A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.”

Well-being of Future Generations (Wales) (Act 2015)

The daily actions and the decisions that we make in Wales have a direct impact on the World around us. In the words of our Patron Saint David “gwnewch y pethau bychain” (do the small things), our small country has always appreciated how we can collectively make a big difference.

Wales was the first country to become a Fair Trade Nation in 2008, and was a founding signatory of the Under2 Coalition, a global community of national and regional governments committed to ambitious climate action in line with the Paris Agreement. Wales was also the first country in the UK to declare a Climate Emergency.

As the first and only country in the World to legislate for well-being, Wales has a unique story to share with other countries. Internationally, our way of doing things is continuing to inspire and impact change.



Policy Recommendations

Welsh Government should create a vision and plan to ensure Wales becomes the most eco-literate country in the world.

Welsh Government should:

Be proactive in sharing its approach on delivering the Sustainable Development Goals within the rest of the UK and internationally.

Consider implications of the EU Withdrawal Agreement, specifically in relation to the impact it may have on meeting their well-being objectives.

Continue to support and build upon the successes of Wales for Africa and Plant!, that demonstrate Wales' commitment to being globally responsible.

Build links and alliances with other countries who are leading on sustainability and put in place mechanisms to develop new ideas and share best practice.

Ensure it provides clarity to public bodies on how the Social Partnership (Wales) Bill and the socio-economic duty align with the Well-being of Future Generations (Wales) Act 2015.

Review its 'Nation of Sanctuary Refugee and Asylum Seeker Plan' in light of evidence from the ACE Support Hub, regarding the adversities experienced by child refugee and asylum seekers.

Ensure the International Strategy is implemented by all ministerial portfolios and work with the business and voluntary sector and civic society to maximise its opportunities.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to this goal, all public bodies and boards covered by the Act should:

- Clearly demonstrate the connections between their well-being objectives and steps on being globally responsible; and other areas such as the natural environment, inequality, community cohesion, procurement, decarbonisation, resource efficiency, organisational development and skills.
- Clearly set out how they understand the definition of the goal of a Globally Responsible Wales.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Demonstrate global citizenship and leadership by supporting sustainable behaviour and making the connections.
- Play their part to ensure Wales is welcoming, safe and fair to all.
- Commit to fair and ethical investment and divestment - making the right financial decisions now to enable future generations to thrive.
- Ensure supply chains are fair, ethical and sustainable.
- Ensure that they understand the importance of using the earth's resources efficiently in order to contribute to global well-being.

“What Wales is doing today, the World will do tomorrow - action more than words is the hope for our future generations.”

United Nations (2015)

“I would like to see Wales continuing to take a lead in international justice, fair trade, working towards a better World. I would like to see fair trade embedded in the World of business and procurement, as well as climate change being something that the World of commerce and importing takes action on.”

People's Platform



Where are we now? My assessment of progress in achieving A Globally Responsible Wales:

‘A Globally Responsible Wales’ well-being goal is not well understood, and public bodies are not demonstrating clear and credible accounts of their positive contributions on the World.

For example, indicators such as poverty rates and volunteer numbers have been used to illustrate progress against this goal. Whilst these are vital areas for the future well-being of Wales, less evident is a clear understanding of how examples like these are making a positive contribution to global well-being. Similarly, of the [10 Simple Changes](#) I published that public bodies can take to progress towards being globally responsible, responses from public bodies revealed it was one of the lowest adopted of the seven well-being goals, and the lowest adopted amongst local authorities.

The Well-being of Future Generations Act is a World-leading piece of legislation, and we have an important role in helping other nations learn from our approach.

As the first and only country in the World to legislate for well-being, Wales has a unique story to share with other countries. Internationally, our way of doing things is continuing to inspire and impact change. For example, our membership in the Network of Institutions for Future Generations has been instrumental in developing a methodology of sharing best practice between fellow member countries such as Israel, Hungary, Norway, New Zealand, Finland and Canada.

Welsh Government’s International Strategy is an opportunity to promote Wales to the World, but we should all be thinking and acting in a way that is globally responsible.

Welsh Government appointed its first Minister for International Relations and the Welsh Language in 2018 - Eluned Morgan, AM. Following this, Welsh Government published its first [International Strategy](#) in January 2020. This builds on existing initiatives demonstrating Wales’ approach to global citizenship such as the Wales for Africa programme. Despite these developments, there are still some important barriers to being fully globally responsible, and Wales does not have all the legislative levers needed. However, Welsh Government should ensure the International Strategy is implemented by all ministerial portfolios, and work with the business and voluntary sector and civic society to maximise its opportunities.

Wales is unique in the World in demonstrating a comprehensive commitment to the Sustainable Development Goals and this has been recognised, but we should accelerate the pace of change to ensure we are recognised for action, and not just words.

The 17 Sustainable Development Goals adopted in January 2016 are designed to address urgent global challenges over 15 years, and its progress is reviewed annually. The Well-being of Future Generations Act, with its vision for public services in Wales, provides an early framework for our contribution to the achievement of the Sustainable Development Goals.

Welsh Government published the [Wales Supplementary Report](#) to the United Kingdom's Voluntary National Review. The report is a record of progress in Wales so far and it used the seven well-being goals to illustrate Wales' contribution towards the Sustainable Development Goals. Some of the learning from Wales that is of interest internationally includes: recognising the role of culture as a fourth dimension of sustainable development; focusing on sustainable development as an organising principle and avoid the 'add on'; establishing an independent voice and advocate for sustainable development in the role of the Future Generations Commissioner for Wales; and ensuring that global responsibility is an essential part of the political debate and architecture.

In July 2019, the UK Parliament's International Development Committee identified serious failings in the preparation and presentation of the UK's first Voluntary National Review of progress towards the Sustainable Development Goals. However, the committee stated: "There is clearly rich potential for peer learning within the UK, in particular the way that the UK could learn from the approaches in Scotland and Wales—both to the VNR and to SDG implementation."



Well-being objectives and steps relating to being 'globally responsible' are varied, and do not always reflect the definition of the well-being goal.

They can vary from high level objectives that state: 'To ensure our work makes a positive contribution to global well-being' and steps such as 'Procurement can also have significant global impacts and thought needs to be given to being globally responsible', to examples where public bodies are demonstrating much more systematic and tangible approaches to being globally responsible. For example, Public Health Wales are working with the World Health Organization's Collaborating Centre on 'Investment for Health and Well-being', providing staff with leadership opportunities to work across a four-year work programme, and Powys Teaching Health Board have a link with the Molo Health District in Kenya, focused on improving maternal and newborn health. Public bodies should ensure their objectives and steps are aligned to the definition of the 'Globally Responsible Wales' well-being goal.

Our young people must be educated and prepared for a changing World, and the new education curriculum provides Wales with a once in a generation opportunity to achieve this.

If implemented and resourced effectively, the Curriculum for Wales 2022 applies the principles of the Act to compulsory education, which will help them meet these environmental, social and economic challenges. For example, the new Curriculum for Wales states that 'all our children and young people will be ethical, informed citizens' who, amongst other points, show their commitment to the sustainability of the planet and are ready to be citizens of Wales and the world.



Wales is globally recognised and respected as a mostly welcoming nation, but we should continue to ensure we're creating a safe and peaceful future for all.

Wales has an ambition to be a [Nation of Sanctuary](#). Although we are still waiting for a strategy on how Welsh Government hope to achieve this status, there are clear examples of how Welsh Government and others are already seeking to integrate refugees in Wales. The '[Nation of Sanctuary: Refugee and Asylum Seeker Plan](#)' captures a range of actions to improve the lives of people seeking sanctuary in Wales, that can help reduce inequalities, increase access to opportunities and enable better relations between communities.

According to the National Crime Agency, the recorded incidents of potential victims of slavery to the National Referral Mechanism continue to increase each year, with more referrals of survivors from the UK and Wales. [Cardiff Council](#) are demonstrating leadership in this area. For example, their inaugural Modern Slavery Statement forms part of their Corporate Safeguarding Policy and sets out what the Council has done and will do to tackle modern slavery.

But ethnic minorities in Wales are experiencing high levels of hate crime. For example, the majority (75%) of hate crimes reported and recorded in Wales in 2016/17 were motivated by race or religion. This is a particular concern given Britain's exit from the European Union and the spikes in hate crime after the EU referendum. I support a recommendation by [Ethnic Minorities and Youth Support Team Wales](#) that Welsh Government and the police should review their approach to hate crime, shifting from a responsive/reactive approach to a preventative/proactive one. This will help ensure Wales is welcoming, safe and fair to all, and support those who need it most.

Not enough public bodies are showing signs of commitment to fair and ethical investment and divestment.

It is vital that when thinking about improving the well-being of people in Wales, we are also thinking about our impacts on others. We are global citizens, and we have a responsibility to ensure we are not acting at the detriment to others. This means thinking about life-cycle, fossil fuels and arms divestment and ethical investment. For example, whilst I am seeing encouraging progress, the majority of public sector pension funds continue to invest almost £1 billion each year in fossil fuels which is unsustainable in light of the climate emergency and incompatible with the declarations of many public bodies.

Wales will need to plan effectively for the EU transition period and beyond, and ensure our relationship with the World beyond Brexit is based on positive shared values.

In January 2020, the National Assembly for Wales' External Affairs and Additional Legislation Committee published its report on the implications of exiting the EU on Wales, following an initial assessment completed in November 2018. The committee's report sets out one high level recommendation to Welsh Government: "To ensure that Wales is as prepared as possible for the transition period, we recommend that the Welsh Government, working with the UK Government, prepares an assessment of the economic, legal and constitutional implications for Wales arising from our departure from the EU on the terms of the Withdrawal Agreement." I support this recommendation, and the need for the Welsh and UK Governments to provide details of what the Withdrawal Agreement means for the people of Wales.



The £6 billion public purse in Wales is a powerful tool to deliver social, environmental, cultural and economic sustainability. However, value for money (lowest price) is still seen as the key driver of procurement rather than wider value and outcomes.

A few public bodies have highlighted their procurement activities as demonstrating their contribution to being more globally responsible through ethically sourced supply chains, Fair Trade policies and seeking to procure locally (thereby reducing carbon footprint). For example: Public Health Wales promote Fairtrade Fortnight, and in 2019, worked with procurement to communicate the Fair Trade products available for purchase corporately, alongside a Fair Trade 'Be the Change' Well-being Goals Challenge for staff (inside and outside of the workplace). Despite examples like these, it is apparent that value for money (lowest price) is still seen as the key driver of procurement rather than wider value and outcomes. This is supported by research from Audit Wales and is why I've highlighted the importance of procurement as a key area of my work.

We are using our natural resources faster than can be replenished, but Wales is demonstrating its ambition to become a zero waste, net zero carbon country.

Currently, if everyone in the World consumed the same as the Welsh average, we would need 2.5 Earths to provide the necessary resources and absorb the waste. Wales' ecological footprint, at 10.05 million global hectares, is roughly five times the size of Wales. More positively, Wales has been a leader with its recycling rates and currently has the fourth highest household recycling rate in the World at 63% of municipal waste reused, recycled or composted. Many public bodies are also taking steps to reduce their carbon footprint, helping achieve Wales' ambition of a carbon neutral public sector by 2030.

For example, Public Health Wales has 16 actions about contributing to a low carbon, environmentally resilient Wales and Bridgend County Borough Council undertook a successful Low Carbon Schools project at seven schools, identifying nil-cost measures pupils and staff could take, reducing carbon emissions, resulting in estimated annual savings of £41,914.

9 schools across Wales now have Fairtrade uniforms supplied by [Koolskools](#), including [Welshpool Church in Wales Primary School](#), [Ysgol Esgob Morgan in St Asaph](#), [St Bernadette's in Cardiff](#) and [Neyland Community School in Pembrokeshire](#). Specifying that school uniforms are made from Fairtrade cotton in ethical factories is one way that schools can make a difference. Fairtrade standards forbid child labour, pay a fair price for cotton and also provide a Fairtrade premium to be invested in communities in developing countries.

[Welsh Government's Wales and Africa Grant Programme](#) has supported thousands of people in Wales to undertake actions that are globally responsible, and capacity and knowledge is being developed through partners such as the Welsh Council for Voluntary Action and Cymru Africa.

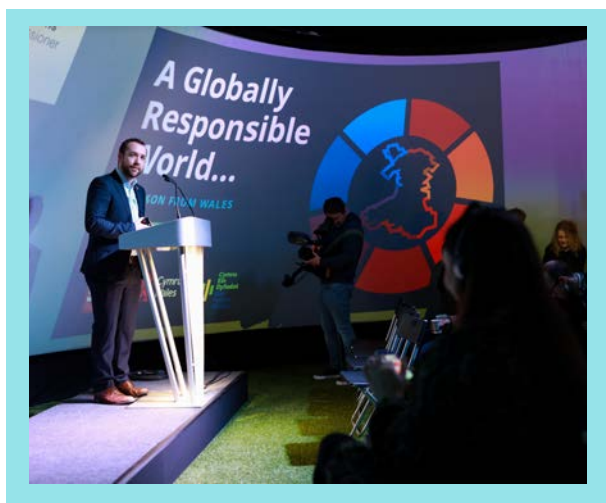
For example, [Welsh Government's Plant! tree planting scheme](#) plants two trees for every child born or adopted in Wales – one in Wales and one in Uganda. These trees contribute to Wales' Mbale programme, which plants trees in the heavily deforested region of Mount Elgon in Uganda. The Mbale programme has planted 10 million trees since 2014 with a goal of planting 25 million by 2025.



Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Wales should demonstrate global citizenship and leadership
- Ensure Wales is welcoming, safe and fair to all
- Making the right financial decisions now, to enable future generations to thrive
- Ensure our supply chains are fair, ethical and sustainable
- Ensure we use natural resources efficiently, recognising the limits of the global environment, and contribute to global wellbeing

For my full evidence, assessment, key findings and advice please see the section on A Globally Responsible Wales in Chapter 3: Progress against the well-being goals of the Future Generations Report.





Chapter 4 - Setting good well-being objectives



1. Before you begin, take a step back...

At the start of the process, step back and be clear on:

- What are you really trying to achieve? What impact do you want?
- What is the problem you're trying to solve?
- What is the evidence (including well-being assessments) telling you? Our learning from the 2017 Well-being Assessments is [here](#).
- What are you already doing well? Are there opportunities to build on it, and transfer learning across the organisation?
- Where could you potentially improve and/or do more?
- Where are the opportunities to make stronger links and connections?

Have these things in mind throughout the process.



2. Apply the 5 ways of working

From the outset, use the five ways of working to challenge how this could be delivered:

- **Long-term:** start from an understanding of how Wales and your area might be different several generations from now, and what your long-term vision is (referring back to the goals).
- **Prevention:** consider the types of problems you could help prevent in the future e.g. social, economic, cultural, environmental or something specific.
- **Integration:** consider how your objectives could impact upon each of the well-being goals, on your other objectives, and on the objectives of other public bodies/Public Services Boards for your area and beyond.
- **Collaboration:** understand who the key stakeholders are from a range of related sectors and disciplines who could support delivery of your objectives.
- **Involvement:** consider how well you understand the diversity of needs and lived experiences of citizens who will be affected by your objectives, how you will reach out to the diverse groups affected and how you will use this to inform your objectives. Consider which methods you might use for drawing on lived experiences and who might be able to help with this.

Refer to our Future Generations Frameworks for projects and service design for more information.



3. Bring people together

Seek to involve a wide range of people from across your organisation, other organisations and people who use your services.

Ensure you have people representing social, environmental, economic and cultural well-being in the room, and include those who wouldn't ordinarily be involved. Present and share the evidence you're using, identifying any gaps. Then, [think big](#) in relation to the wider, long-term vision for the area. This can be powerful with a wide and diverse group of people.

Refer to our [‘journey to involvement’](#) for more information.

4. Join the dots

If you're developing an objective on a certain topic, try combining it with 3-5 other topics from table 1 below to explore the wider impact you can have.

Then, explore the links and connections you can make across your other objectives and steps. Reassess and test whether there is more you can do to maximise your contribution to all seven well-being goals.

Consider how this might influence or reflect what you're trying to achieve, in terms of your objective/s, more broadly as an organisation, and the work of other public services in your area (e.g. Public Services Boards or national bodies).

5. Be brave and be challenging

Embrace uncertainty, step outside your comfort zone and check you're seeking answers (or progress) against the difficult questions. Ask:

- Are there parts of the system working well?
- What barriers are preventing progress?
- Are you seeking change or transformation?
- Are your measures fit for purpose?
- Could you do more?

6. Test and share as you go along

Transparency and involvement are important. Testing your ideas as you go along builds trust, helps ensure you're collaborating and involving people, can help clarify what you're intending to do, and values people's input. Highlight how you're incorporating feedback.



7. Use our resources

Our key resources:

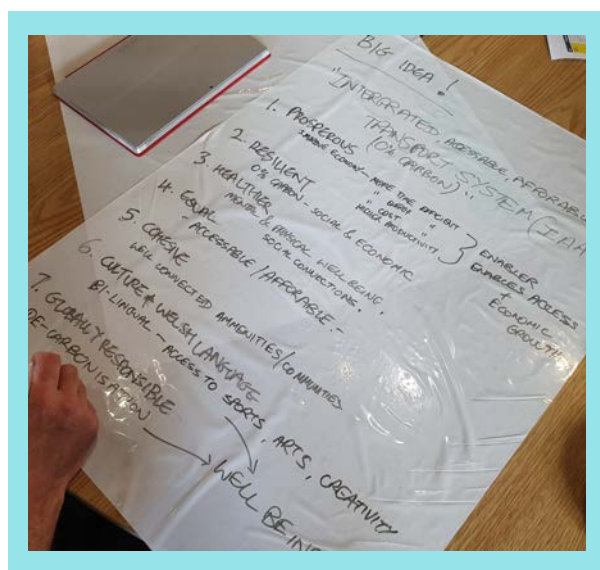
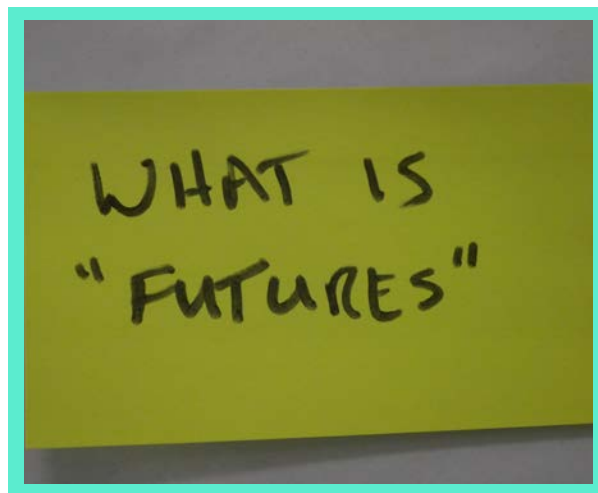
- [The journeys to well-being](#) (seven well-being goals and involvement)
- Future Generations Frameworks for [projects](#), [service design](#) and [scrutiny](#).
- [Three Horizons toolkit](#)
- [Self-reflection tool](#)
- [Well-being in Wales: planning today for a better tomorrow - our learning from the 2017 Well-being Assessments](#)
- [Well-being in Wales: the journey so far - our analysis of well-being objectives and advice on reporting progress](#)
- [Other resources](#)

Public Health Wales have a range of [excellent resources](#) and the [Audit Wales Good Practice Exchange](#) hold shared learning events, webinars and podcasts on topics common across public services.



8. Use language and layout that's easy to understand

Understand and define what words mean for your audience and collaborators. For example, be clear what is meant by particular terms in your context, such as 'resilience', 'vulnerability', 'prosperity' etc. Ensure people understand the difference between your objectives and steps.



9. Set clear objectives and steps

- Have you set clear objectives and steps? Are they SMART?
- Can people understand the difference between your objectives and steps?
- Are you clear as to how and when you will meet these steps and objectives ?
- Can people understand what you're trying to achieve, and why?
- Can you clearly describe how you're maximising contribution towards to the seven well-being goals?
- Can you show how you've applied the five ways of working?

10. Making a difference

Outline examples of doing things differently and encourage honest self-reflection.

Consider the impact you wanted to achieve in step 1. Put in place measures and checks to show how you're demonstrating progress and implementing your objectives and steps, as well as how you're contributing towards the seven well-being goals, beyond business as usual. Consider short, medium and long-term perspectives, e.g. where you'd like to be in 5, 10, 15, 25 years or beyond.

Introduce your own qualitative measures and checks alongside Wales' national well-being indicators to give a well-rounded picture of what you're trying to achieve.

Be clear who is taking responsibility for each measure, whether they help you establish preventative action, and how they connect across with other measures and objectives.

Table 1

Decent / fair work	Low carbon society (decarbonisation)	Resource efficiency and 'circular economy'
Fair and local procurement	Skills for the future	Local / foundational economy
Community energy	Healthy functioning ecosystems (biodiversity and soil)	Natural green space
Knowledge of nature	Water and air quality	A compassionate nation
An active nation	Placemaking	Preventative organisations and services
Educational opportunities for all	Citizen and community participation	Equality of health outcomes
People active in their communities	Connected and safe communities	Access to key well-being services
Community anchor organisations	Promoting and protecting culture, heritage and the Welsh language	Culture, heritage and the Welsh language as a mechanism for change
Participation in the arts, sport and recreation	Culture available to all	Valuing creativity
Fair, ethical and sustainable supply chains	Global citizenship and leadership	Solidarity and peace
Fair share of natural resources	Fair and ethical investment and divestment	Meaningful citizen and stakeholder involvement

The topics highlighted in table 1 are key areas of focus taken from [the Journeys to Wales' well-being goals](#), derived from the definition of each well-being goal.



Chapter 5 - Land use planning and placemaking

The way we plan, design and build our communities and infrastructure for the future is critical in addressing long-term challenges and ensuring well-being nationally and locally. Getting planning right can help us meet a number of our well-being goals by helping protect and enhance our ecosystems; strengthening our communities by ensuring they can get together and access the right services; facilitating healthy and active lifestyles; supporting a modal shift and identifying land for clean energy production and new ways of working and living.

What communities want and need in the future will fundamentally change as our planet requires rapid decarbonisation and restoration of nature, demographic trends such as urbanisation and an ageing population continue, and as technology continues to change the way we live and work.

Policy Recommendations

Welsh Government should use the precedent as set out by the recast of the whole planning system in depth to realign other policy areas, such as education and housing, with the Well-being of Future Generations (Wales) Act 2015.

Welsh Government should...

Ensure a comprehensive Equality Impact Assessment is undertaken at the development of Local Development Plans and that any new development is demonstrating how it is addressing equality consideration identified in the Equality Impact Assessment.

Continue exploring how financial levers (including the newly devolved stamp duty tax and green finance finding for major infrastructure projects) can be used to bring back adequate resource in planning.

Provide additional resources to the Design Commission for Wales to increase the number of applications they can provide advice on; specifically on the application of the The Well-being of Future Generations (Wales) Act 2015, as well as on the revisions and the production of new Local Development Plans. Welsh Government should also consider imposing requirements that developments over a certain size undergo this process.

Put in place mechanisms to better monitor the outcomes delivered by the planning system aligned with the Act.

Review the impact, in five years time, that Planning Policy Wales 10 and The Well-being of Future Generations (Wales) Act 2015 are having on changing the presumption on which planning law is based. This should be reviewed so that the bar is raised above 'do no harm' into ensuring that only developments which maximise contribution to the goals are authorised.

Review progress on the adoption of Strategic Development Plans and consider making it mandatory if it is not progressed within a reasonable timeframe.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their **objectives** specifically in relation to planning all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Ensure well-being objectives relating to ‘planning’ are based on ‘placemaking’ and integrated with other objectives so that wider benefits are achieved.
- Understand the connections between housing, the environment, technology, transport, access to services, culture and language now and for generations to come in order to help them achieve multiple objectives and steps.
- Find new ways of measuring the success of planning decisions against their well-being objectives and adopt broader measures to help in turn broaden out their objectives and enable wider well-being. For example, designing measures of success around well-being – rather than counting planning applications or looking at how long it takes to approve them – would help people take more rounded decisions about places. The Royal Town Planning Institute have recently commissioned research for the UK and Ireland, with support from Welsh Government, on measuring planning outcomes. Public bodies and in particular Welsh Government will need to consider the findings.

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Put in place arrangements to ensure that placemaking is considered in all strategic decision-making forums.
- Ensure resources and training are provided by planning authorities to improve involvement in the design of their local plans.
- Ask for more from developers and better involve communities to ensure projects, subject to planning permission, maximise contribution to the well-being goals and objectives.

“The way we plan cities today takes about 4-5 years to produce a plan, but by the time these plans are done, these plans are out of date. We envisage that a better system is based on outcomes – rather than counting only the numbers of homes, the number of jobs, we can actually start measuring health, well-being and happiness.”

Euan Mills, Future Cities Catapult

“PPW10 expects us to do just that, indeed it tells LPAs [Local planning authorities] that they should negotiate to improve poor or average developments. PPW10 and the WCFG Act encourages collaboration between developers, LPAs and communities in the evolution of projects and where that works well there should be no need to resort to appeal. In cases where that does not work, PPW10 gives LPAs permission to set the bar above ‘do no harm’. That will be new territory for all of us, including Inspectors.”

Tony Thickett, Director of Planning
Inspectorate Wales, RTPI Cymru
Newsletter, Winter 2019

Where are we now? My assessment of planning and placemaking in Wales:

The publication of Planning Policy Wales 10 is a significant step in the right direction, but the focus must now be on ensuring consistent implementation.

The most significant aspect of Planning Policy Wales was the introduction of requirements around placemaking, which will help us address living conditions that have the biggest impact on our well-being, such as housing, access to nature, tackling air pollution and improving social cohesion. Planning and placemaking need to underpin all corporate strategies and well-being objectives. They need to be valued and prioritised at a senior leadership level.

While there is an important focus on carbon reduction in Planning Policy Wales 10, related land use planning policies are lacking specific analysis on how they will contribute to carbon reduction.

A key feature of Planning Policy Wales 10 is the introduction of hierarchies for transport, energy and waste. Public bodies should follow these hierarchies in the making of strategic and local development plans, but also when dealing with planning applications; the National Development Framework should reinforce this too.

Some public bodies are seeing planning as an enabler in providing innovative solutions to meeting the well-being goals but this needs to be more consistent across all public bodies in Wales.

For example, Cwm Taf University Health Board have an objective to: 'Work with communities to prevent ill-health, protect good health and promote better health and well-being' and steps include: 'Through the Public Service Board we are working with Natural Resources Wales to explore how the built and natural environment could be used to promote active living and promote health and well-being.'



While we have a long way to go to stem the loss of nature and biodiversity, several Public Services Boards and individual public bodies are recognising the opportunities to support nature in the management of their assets and the planning and design of communities. Public bodies are demonstrating a greater understanding and implementation of nature-based solutions, but this needs to continue at pace to address the climate and nature emergency.

There is increasing use of green infrastructure in infrastructure projects, buildings and drainage systems and some public bodies are also recognising the benefits to people and nature through increasing the number of trees in their areas. At a strategic level, Planning Policy Wales requires consideration of the characteristics and environmental qualities of places across Wales, and their particular natural or cultural heritage. For example, in addition to increasing their tree canopy, Denbighshire Council and other public bodies are developing joint strategies to ensure green infrastructure is included in land management practices, and Swansea Council make the links between planning and opportunities to enhance nature with steps to 'Prepare a Green Infrastructure Strategy for the City Centre. Adopt the local development plan that supports the regeneration of Swansea and promotes sustainable communities'. [\(Please see the section on a Resilient Wales in Chapter 3 for more information.\)](#)



Friends of Falkland and Fairfax Open Space

It is also clear that protecting natural assets, such as trees, in urban areas in particular, is an issue of growing importance amongst communities.

There is, sometimes, a disconnect between what people want in terms of green infrastructure and the protection of local trees, and what they believe public bodies are doing. There is also growing recognition at a local and national level, of the benefits of increasing tree coverage. It is encouraging to see the value and benefits of tree canopy is increasingly recognised, and some public bodies are taking actions to enhance tree cover across their area. Welsh Government has also committed to creating a national forest for Wales. [\(Please see the section on a Resilient Wales in Chapter 3 for more information.\)](#)

The requirements for all new developments to contain Sustainable Urban Drainage Systems is a progressive development, which has the potential to increase green infrastructure and to enhance biodiversity.

Unlike England, where Sustainable Drainage Systems implementation is encouraged, the Welsh Sustainable Drainage Systems Standards are a mandatory part of the planning process for all developments over 100m² in Wales. This legislation requires water to be managed on, or as close to, the surface and source of the runoff as possible, ensuring pollution is prevented at source and reducing the flood risk downstream. Public bodies should use this requirement to take every opportunity to meet their well-being objectives and to achieve the national well-being goals.



The planning system needs to show how it is taking future trends into account and, in particular, the needs of our growing and ageing population. Planning authorities need to ensure they take these inclusivity considerations into account in their work.

Currently, around a quarter of the people in Wales are disabled, and as the population ages, the number is set to grow. When planning development for the future, all aspects of inclusion needs consideration. The advice published by the Royal Town Planning Institute on 'Dementia and Town Planning' demonstrates how town planning has a crucial role to play if health and social care policies are to succeed. If you get an area right for people with dementia, you get it right for older people, for young disabled people, for families with small children, and ultimately for everyone. (Please see the [section on a More Equal Wales in Chapter 3 for more information.](#))



There is inconsistency in the application of Welsh Language assessments and the planning system could make more use of expertise on health impact assessments.

Through the Planning (Wales) Act 2015, the Welsh language became, for the first time, a consideration in planning legislation. However, a review by the Welsh Language Commissioner of Welsh planning authorities' procedures showed that there are inconsistencies in the ways language impact assessments are carried out, and that clear guidance on language impact assessment and defining areas of linguistic sensitivity is needed.

There is concern about the effectiveness of the Rural Exception Policy.

The rural exception policy referred to in Planning Policy Wales allows for affordable housing for local need on small sites within, or adjacent to, settlements that would not otherwise be allocated in Local Development Plans or granted planning consent. However, the Royal Town Planning Institute Cymru report 'Rural Housing Delivery in Wales: How effective is rural exception site policy?' 2019 demonstrates that it has had limited effect.

Early analysis of revisions of Local Development Plans seems to raise questions about the quality of the Equality impact Assessments undertaken.

Early analysis of those who have updated their plans, since the Well-being of Future Generations Act, raises questions about the quality of these assessments. For example, some assessments make general statements such as 'the Local Development Plan should promote the social inclusion of all sections of society and should not discriminate against any one group' or the 'Local Development Plans should facilitate the development of health facilities and access to those facilities for all sections of society'. While there appears to be some progress on addressing equality considerations, it appears that in-depth analysis of the needs of different groups, and how Local Development Plans should be addressing them, is lacking. This is an area that would benefit from further consideration by Welsh Government, the planning sector and the Equality and Human Rights Commission.



Local Development Plans must take future technological trends into account.

The rise of smart cities has the potential to reduce commuting times, crime, emissions and increase air quality. Public bodies need to embrace these and I am pleased to see efforts being made, for example, by Cardiff Council's recently published Smart City roadmap. Technology will also change our life patterns and habits. Planning needs to anticipate and plan for those, particularly at the national level, in the upcoming National Development Framework and at the local level in Local Development Plans.

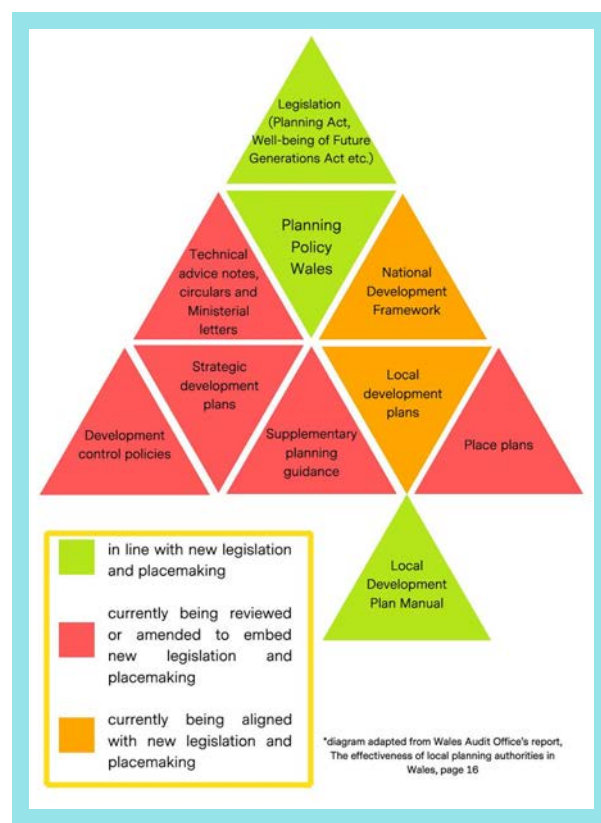
Section 106 agreements can help to meet well-being goals but they need to be more transparent and accessible to the public and demonstrate clearly how they are meeting well-being objectives.

Community benefits, if done in a way to maximise their contribution to the well-goals and objectives, could be efficient. This could mean community infrastructure provision, affordable housing, highway improvements, cycle routes, funding school places, etc. However, an appropriate mechanism to align to well-being objectives and for the monitoring of implementation is needed. I have heard from Assembly Members, that such agreements (from the developer to provide community infrastructure) are sometimes simply not implemented. Planning authorities might also need to reprioritise the Section 106 contribution made by developers to ensure it is in line with the Well-being of Future Generations Act and their well-being objectives.

The total recast of the planning system in Wales is a positive, necessary and ambitious step that will require significant time, investment and resources.

Planning teams need adequate resources to implement placemaking and the vision of the Well-being of Future Generations Act.

Considerable cultural change is needed, with training and support at all levels and across sectors, to ensure a meaningful shift in the way plan places. Leaders both in Welsh Government and in local authorities need to change the culture from favouring the cheapest way of operating or development authorised, to maximising their contribution to the well-being goals that would bring most benefits in the long-term.



The different stages at which Local Development Plan revisions are taking place across Wales presents a challenge.

The current position is that most Local Development Plans were adopted prior to the existence of the Act. Some Local Development Plans are being reviewed, and I expect the revised plans to align with local well-being objectives, be based on the evidence included in the Well-being Assessment for their area and Natural Resources Wales' Area Statements.

I also expect the authority to use the five ways of working for their revision. The planning system has to find ways to adapt and revise current Local Development Plans to bring them in line with the Act and has to respond to the challenges regarding policy misalignment while the system recast is ongoing.

It is a significant challenge for planners to balance out competing interests and implement several new policies, legislation and guidance with dwindling funding and diminished resources.

The halving of land use planning resources in the last decade has already impacted on the ability of the system to handle its everyday activities. And in many councils, the Chief Planner is no longer on the executive team. It is, therefore, challenging for local authorities to maintain the status quo, let alone find the time and space to support the transformational change needed to embed placemaking and the Act. This was evidenced by the Auditor General's report on the Effectiveness of Planning Authorities in Wales.

“Local Planning Authorities have had to adapt to survive in this environment, often adopting private sector working practices and aggressively pro-development stances to draw in the funding they need to resource their planning teams...proceduralism’ – in other words, a box-ticking culture – has closed down a lot of the space planners traditionally had for reflection, professional discretion, and proactive planning. [Exceptions – large projects often in urban areas].”

Royal Town Planning Institute's [response](#) to Public Account's Committee inquiry

Investment in planning is not always seen within the context of the cost saving it can achieve in other services.

For example, in health, waste and biodiversity. The Royal Town Planning Institute estimated that the value of planning in Wales would be around £2.3 billion.

“Planning fees and other income from development management are just a small part of the story. Planning and placemaking can also raise income by developing new industrial and employment space, which comes with increased business rates. It can make a place more attractive to visit, which brings income to the local economy. And it can help provide new homes in places people want to live, which brings in more council tax [...] Investing in planning is an investment which will bring not only social return, but increased tax revenue for local authorities by bringing people and economic activity into areas and by reducing social costs... relatively major increases in resourcing could be made with little overall impact on budgets... local planning authorities could help deliver social, environmental and economic outcomes which make society more resilient, happier and fairer.”

Royal Town Planning Institute

The Planning Inspectorate is starting to reinforce the requirements of the Well-being of Future Generations Act and Planning Policy Wales 10 in their approach. However, more work needed to ensure implementation.

While the recast takes place, I expect public bodies and the Planning Inspectorate to be bold and take every opportunity to demand more contribution from developers; using all their powers in development management. For example, they should require developers to demonstrate how their proposals contribute to well-being objectives and goals, and evidence their use of the five ways of working before granting planning permission.



There is a need to improve the monitoring of planning outcomes. The current way to measure performance in planning needs to improve to support the monitoring of outcomes towards meeting well-being objectives and goals.

We need a more qualitative, well-being, outcome-focussed approach. So far, no one has to produce maps of actual development against the plan, and no one is in charge of assessing the quality of outcomes of the planning decisions for the area, against the Local Development Plan, Planning Policy Wales and the Well-being of Future Generations Act. Encouragingly, Audit Wales has found that some local authorities have started reviewing their governance arrangements to ensure both decision-making and their support arrangements reflect the Planning Act and better align with the wider well-being duties under the Well-being of Future Generations Act. They identified some good examples of how planning committees consider well-being issues; most notably in the three national park authorities, Newport City Council and Flintshire County Council.



There is a need for comprehensive support, advice and constructive challenge to improve proposed individual applications.

Over the past two years, many consultants and local authorities have raised their need for advice on the Act when considering specific planning applications. Suggestions have ranged from the appointment of a specific panel of experts, input from my office or support from the Design Commission for Wales, to help them review the projects in front of them. There is an opportunity for Welsh Government to provide additional resources to assist the Design Commission in the development of these three areas which could make a lasting, strategic and systemic contribution. The Welsh Government should consider issuing guidance and suitable arrangements on the use of this service (subject to it being adequately resourced) for all major development applications.

Planning Committees need comprehensive training to understand the requirements of the Well-being of Future Generations Act.

I agree with Audit Wales that councillors need training to understand the consequences of their decisions, which can help or hinder meeting the goals and well-being objectives, and to ensure that the recast of planning policy is delivered on the ground.

Although collaboration between local authorities is encouraged by Welsh Government, authorities are not embracing all the opportunities to collaborate.

No Strategic Development Plan has been adopted to date but some public bodies have started creating joint Local Development Plans (Gwynedd and Anglesey), formalising collaboration between planning authorities. There are also preliminary discussions between councils, particularly at the City Region level, to develop governance and evidence-based frameworks within which Strategic Development Plans can be promoted.



For example, in South East Wales (authorities within the South Wales Valleys, Cardiff, Vale, and Newport), and another cluster around the Swansea city region, including Pembrokeshire. Based on the experience of the production of Local Development Plans, these Strategic Plans could take years to materialise.

Integration of policies and services relating to the built environment causes confusion and could be improved.

The public often assume that planning development management is responsible for all developments and each element of every development, but this is not the case. Planning decisions interact with a multitude of different pieces of legislation, regulations and policies that cover highways, housing, building regulations, waste, energy, education, health facilities, pollution and flooding. It requires complex connections with other bodies, developers, statutory consultees and agencies, such as water boards and the National Grid. This can be confusing and Welsh Government has been working on Data Map Wales to replace [Lle](#), aiming to aggregate all infrastructure layers into a single platform (demographics: population, employment, skills; development: commercial, residential; context: opportunity areas, borough boundaries, environment etc; infrastructure; transport energy water).

Some people feel that they do not have an opportunity to shape the future of their immediate community.

For many of the people who approach me, their Local Development Plan is too remote and too technical for them to engage with. When they want to get involved at the application stage, it is too late.

There is a perception that ‘well-being’ is not sufficiently taken into account in the way the system is currently operating.

People who contact me often express concern that planning proposals do not take into account their well-being. Their concerns often relate to their individual well-being (specifically their health), as opposed to the wider population well-being that the Act requires public bodies to improve. There is clearly a different understanding of the term well-being between public bodies and the public, which partly explain the differences in expectations.

There is some emerging good practice on involving citizens but all public bodies need to find better ways to involve their communities in the development of their area.

For example, Carmarthenshire Council has embarked on a programme to involve the residents of Llanelli in regenerating the Tyisha ward, as part of the development of the Swansea Bay City Deal Llanelli Wellness Village. As part of this, school children have made 3D models of the area, a number of involvement events have been held, a community group has been established to have a say on the investment in the area, and as many people as possible have been invited to give their ideas and views on regenerating their community; and Shape my Brecon Beacons is a practical guide and toolkit developed in collaboration between Brecon Beacons National Park Authority and the Design Commission for Wales. It is aimed at helping people and communities play a part in shaping the places that matter to them, giving tools, resources and ideas to explore, change and improve towns, villages or neighbourhoods.

There is a lack of clarity of terminology and the expectations of involvement in the planning system.



Netherlands: In Rotterdam, 'Humankind' helped the public to reclaim the streets with the project 'Happy Streets', a colourful, playful and refreshing take on designing for people instead of cars.

Brecon Beacons National Park Authority used a 'Minecraft' style approach to engage with children when planning their communities of the future.

Freiburg's Vauban quarter was built as "a sustainable model district" on the site of a former military base and is known as the greenest part of Germany's greenest city. It combines sustainable buildings and transport primarily by foot and bicycle.

Merthyr Tydfil is working with the Design Commission for Wales on 'Merthyr Heritage Charette', which is involving people in the shaping of the future of Cyfarthfa and wider Merthyr Tydfil plan, in the context of the city region and for the long-term. The current design-led work, with an international team appointed via The Design Commission, intrinsically embeds the Act.

Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Ensure Planning Policy Wales 10 is properly implemented
- Plan for greener places
- Reduce inequalities through planning
- Invest time and resources in planning services and placemaking
- Increase collaboration
- Reconnect people with planning

For my full evidence, assessment, key findings and advice please see the section on Planning and Placemaking in Chapter 5: Areas of Focus of the Future Generations Report.



Transport

New ways of planning for transport and mobility in Wales are fundamental to the achievement of the well-being goals - particularly a Resilient Wales, a Prosperous Wales, a Wales of Cohesive Communities, a More Equal Wales and a Healthier Wales. Mobility is an important part of everyone's lives. If we get it right for our most vulnerable citizens, we will get it right for everyone, with a positive impact on our ability to reduce air pollution and meet carbon reduction targets.

Meeting the requirements of the Well-being of Future Generations (Wales) Act 2015 will provide travel options that are low or zero carbon, reducing air pollution and promoting environmental resilience. It will also help equalise opportunities for all and play a role in supporting healthy lifestyles, improving community cohesion, and creating a well-connected Wales.

Policy Recommendations

Welsh Government should set a national target for modal shift to enable people to adopt low carbon modes of travel over the next decade. This target should be linked to the milestones developed to support the national indicators.

Welsh Government should...

Adopt an approach to transport planning that supports 20-minute neighbourhoods i.e. with good local, sustainable transport and active travel options.

Explore the potential of Mobility as a Service (MaaS) to provide flexible alternative transport solutions.

Allocate at least 50% of capital transport spend on improving bus and train services, providing long-term funding wherever possible.

Use financial and tax-raising powers to explore all levers to constrain current transport patterns and achieve ambitious modal shift including: increasing fuel duty and company car tax; restricting parking in city centres; and introducing a distance-based charge for driving within five miles in urban areas.

Fully integrate transport, housing and land use planning to minimise the need for people to travel.

Transport for Wales Rail Services should ensure it undertakes a comprehensive equality impact assessment at the planning and design stages for any new transport infrastructure. This should take into account access of current services, as well as understanding how new transport will affect the different mobility pattern requirements of different groups.

Explore the business case for introducing free public transport for young people in Wales.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to transport, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Collaborate and involve a wider set of people to review and design well-being objectives such as bus and public transport users; walkers and cyclists; schools; local business; community groups and others. This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through transport.
- Set well-being objectives on transport which are shaped towards meeting all the well-being goals, especially the goal of A Healthier Wales, A More Equal Wales and A Wales of Cohesive Communities.
- Clearly show how they are integrating their objectives on transport with their other objectives.
- Move beyond setting well-being objectives and steps that respond to the transport problems of today; and instead, use long-term horizon scanning to mould the way we may need to move in future.
- Set out clearly how their objectives on transport and mobility align with carbon reduction targets.
- Seek to change behaviour around mobility and consider connectivity in its widest sense, rather than simply improving infrastructure.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Move away from traditional transport planning (such as road infrastructure) and onto a combination of alternative solutions that support the reduction of carbon emissions.
- Commit as a public body and/or Public Services Boards to implement a Healthy Travel Charter in their area to encourage staff to use sustainable transport modes when travelling to work and within work. They should also encourage other local public bodies (not in the Public Services Board) and private businesses to sign too.



- Focus more on cultural and behavioural change by continuously promoting sustainable modes of transport and adopting strategies to discourage and restrict car use.
- Involve people to understand the reasons why they need to be connected to certain amenities and what would incentivise walking, cycling and using public transport.
- Seek to drive a modal shift and low carbon transport emissions in their own organisations as well as seeking to change public behaviour

"We all have an interest, and a duty to future generations, to ensure that the benefits of mobility that we now take for granted, do not place an intolerable burden on our environment."

Elliot Morley



Where are we now? My assessment of Transport in Wales

The decision not to proceed with the proposed M4 relief road demonstrated significant leadership and encouraging recognition of the need for urgent action to curb transport-related emissions.

Public bodies are focusing on reducing emissions from staff travel but need to go further.

For example, ensuring their services are easily accessible by public transport and by considering transport-related emissions in the context of how they procure goods and services.

Well-being objectives relating to transport and the steps taken to meet them do not match the ambition on carbon reduction.

While appreciating that local authorities have statutory responsibilities to maintain a safe highway network and that buses also use roads, ten of the 37 well-being objectives on transport include improving road infrastructure or introducing new road schemes, missing the point of the Environment Act, the Well-being of Future Generations Act and the Active Travel Act.

Communities are working with public bodies to propose better solutions, such as the Magor Walkway station where the local community has developed ambitious plans to re-open their local railway station in order to address road congestion in the area, but this needs to go further to achieve modal shift that takes account of local need.



The Welsh Transport Appraisal Guidance update in 2017 is a positive step taken by Welsh Government, but effective implementation is lacking.

It should be used to identify the best mobility solution for an area, taking account of well-being goals and local objectives rather than be retrofitted to existing decisions to build new roads.

Welsh Government are providing funding without checking whether the Welsh Transport Appraisal Guidance has been applied correctly and in the absence of an overview of the collective impact of schemes on carbon reduction.

Currently 62% of capital transport funding in the updated Wales Infrastructure Investment Plan is for new roads, reinforcing the view that the starting point for the Welsh Transport Appraisal Guidance process is already defined by the funding that has been allocated.

There is not enough progress being made on a number of key transport indicators such as carbon emissions and modal shift, and, in some cases, they are going backwards such as for active travel and air quality. This will inhibit Wales' ability to meet a number of well-being goals.

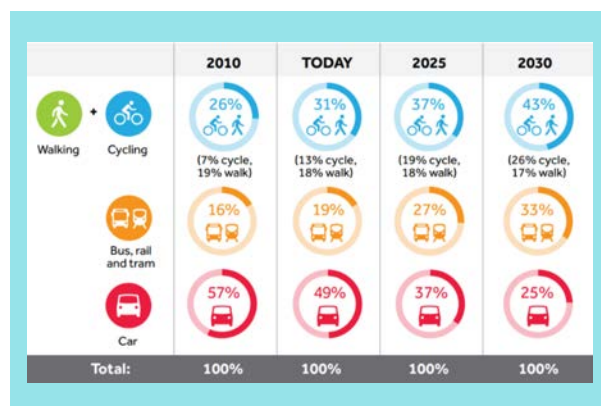
Between 2003-2017 walking and bus travel has declined.

Around 57% of those recently surveyed by RAC said that they would be willing to use their cars less if the quality of public transport improved.

Travel by train has increased, but public satisfaction is a major issue.

Wales has one of the lowest per capita spend on public transport in the UK.

This has decreased from £74.7 million in 2012-13 to £45.4 million in 2016-17.



Implementation of the Active Travel Act is lacking. Around 24% of all car trips across the UK are under two miles, meaning that a large proportion of these trips could be done by walking, cycling or scooting.

Welsh Government's target of getting 10% of people cycling once a week by 2026 is unambitious. Welsh Government need to adopt a more ambitious target. Following decades of investment, the modal share of cycling in the Netherlands is around 27% of all trips, with 24% of the Dutch population cycling every day.

The current transport strategy has not been updated since 2008 and, therefore, Wales lacks a transport vision and strategy designed to meet its well-being goals.

Our current transport system is based on 20th century approaches to mobility and is not fit for future generations.

In the medium-term, low carbon transit (including hydrogen cars and electric trains), could help us deal with some of our immediate challenges, such as carbon emissions and pollution.

I have seen little evidence of public bodies, including Welsh Government, applying future trends and scenarios -

such as the emergence of self-driving trains, hyperloop trains and delivery by drones - **to setting and meeting their well-being objectives on transport.**



Some public bodies have started investing in improving electric vehicles charging infrastructure but more needs to be done.

Positive progress includes work in the Gwent area. A project across the five Public Services Boards is providing the evidence for a regional approach to electric vehicle charging infrastructure.

There are promising signs of public bodies making the connection between transport and wider well-being, but we need to see this across the board.

In setting objectives, public bodies and Public Services Boards are recognising the importance of connectivity to other aspects of well-being; however, their interpretation of connectivity is still too focused on road transport as the mode. For example, some are recognising the need to connect communities but most objectives describe transport as a solution to connecting people with jobs, town centres or services, often ignoring the different needs of women, older people and disabled people. Few objectives and steps refer to other aspects such as education, housing, decarbonisation, community cohesion, digital connectivity and walking/cycling routes.

Current transport planning decisions do not comprehensively reflect different travel patterns for different groups.

There are often accessibility issues for people with disabilities and older people, especially on public transport, and lack of transport options has been shown to increase loneliness and isolation.

We are not seeing transport decisions set within the context of placemaking, as required by Planning Policy Wales 10.
(Please see the section on Planning in Chapter 5 for more information).

Cardiff Public Services Board and the Vale of Glamorgan Public Services Board have signed up to a [Healthy Travel Charter](#), containing commitments to support walking, cycling, public transport and ultra-low emission vehicle use. There are plans to extend the approach across Wales during 2020-21, starting with Gwent, Swansea Bay and North Wales. Over 20 major public sector organisations, including my office, have signed up to the Healthy Travel Charter to date.

[A Business Charter](#) has also been launched, with Higher and Further Education, and Third Sector Charters also in development.

[Mid and West Wales Fire and Rescue Service](#) have introduced hydrogen-powered vehicles and electric bikes in the Neath Port Talbot and Swansea areas, enabling staff in those areas to move around more easily and reduce their carbon footprint.

[Monmouthshire](#) is a semi-rural county, where loneliness has a significant impact on people's health and well-being and where a lack of transport also limits the ability of people to access training and employment. [Monmouthshire County Council](#) has worked with Government Digital Services to find an innovative solution to address this issue.

[Transport for Wales](#) has ambitious plans to transform the provision of rail services across Wales, and Transport for Wales Rail Services plans to develop Community Transport Hubs, but this will take time, and we are unlikely to see the full impact for several years. However, the procurement exercise outlined how this would contribute to the seven well-being goals.



Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Decisions on transport must reflect the climate emergency
- Achieve modal shift and reduce our reliance on cars
- Embracing technology
- Consider mobility as a route to wider well-being

For my full evidence, assessment, key findings and advice, please see the section on Transport in Chapter 5: Areas of Focus of the Future Generations Report.



Housing

Having a good quality home that meets our needs is vital. It influences our physical and mental well-being, our communities and the environment around us. Poor-quality housing is strongly associated with inequality, poverty and limited life chances. The buildings we live in typically exist for a century or more and so, the decisions we make today will have a profound impact on the well-being of future generations – both directly on their living conditions and more broadly, on Wales's carbon emissions, our landscape, economy and communities.

The current renewed focus on housing is UK wide, and is being driven by the public, as well as political leadership. This is due to the obvious need to decarbonise our homes to meet emission targets. It is also because housing shortages are impacting many more people than before - unaffordability, lack of social housing, the insecure private rented sector and homelessness are issues that have become more visible and arguably have arisen because long-term thinking and a focus on preventing problems from occurring has been absent or not done effectively.

Policy Recommendations

Welsh Government should find a way to fully incorporate the principles of the United Nations-enshrined Right to Adequate Housing into Welsh housing Policy.

Welsh Government should...

Within the next, year set out a long-term plan on how they will fund the decarbonisation of homes in line with carbon emissions targets.

Ensure that Design Quality requirements should be updated to reflect the future in terms of smart-homes and assisted living technology.

Work with organisations and communities to set a vision and long-term strategy for the future of housing in Wales.

Require all publicly funded housing developments to be carbon neutral and demonstrate how they are meeting the broader requirements of the Well-being of Future Generations Act.

As part of this vision and strategy, implement the recommendations of the Affordable Housing Review, the Independent Review on Decarbonising Welsh Homes and the report from the Homelessness Action Group.

Explore the use of financial levers through the Social Housing grant and Housing Innovation programme to encourage innovation in developing intergenerational housing, and communities, and use taxation levers to incentivise intergenerational house-sharing.

Support and scale up the development of social enterprises to provide jobs and skills in new methods of construction based on models established by Down to Earth and Cartrefi Conwy.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Objectives, but in setting their objectives specifically in relation to housing all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Ensure they reflect future trends especially demographic changes and the climate and nature emergencies.
- Clearly demonstrate the connections between their well-being objectives and steps on housing and other areas, such as tackling inequality and poverty, the natural environment, fair work, skills, health and well-being.
- Consider the recommendations of the Affordable Housing Review, the Independent Review on Decarbonising Welsh Homes and the report from the Homelessness Action Group.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus on the following areas and should:

- Set out how their steps to meet their objectives on housing can align with their objectives on skills, particularly in relation to the construction industry, and development of skills in modern methods of construction, including low carbon build.





“Sometimes when we talk about housing, we get caught up in the technicalities- the regulations, the planning and specifics, we forget that what we’re really talking about is home.”

Twitter interaction

Where are we now? My assessment of housing in Wales

Action on bringing empty properties back to use is stalling and more needs to be done to support local authorities to address empty properties as a means of meeting their well-being objectives and national goals.

Welsh Government should use financial levers through the social housing grant and Innovative Housing Programme to encourage innovation in developing intergenerational housing and communities and use taxation levers to incentivise intergenerational house sharing.

Welsh Government have developed a suite of progressive legislation, but challenges remain.

Devolved housing policy, together with the requirements and ambitions set out in the Well-being of Future Generations Act, gives Wales the chance to be innovative and bold in overcoming the housing crisis and choosing an approach which is fit for the future.

However, the challenges of the housing crisis continue to cause difficulties - for those in need of a suitable, affordable home and those building homes.

Recent policy reviews have set out how Welsh Government can make more progress on delivering the aspirations in the Well-being of Future Generations Act. They provide an important set of actions which the Government should take to meet a wide range of wellbeing objectives and goals.

For example, the Independent Review of Affordable Housing Supply, the Decarbonisation of Existing Homes in Wales report and the recent report by the Homelessness Action Group.

Homelessness remains a significant problem but actions being taken under the Well-being of Future Generations Act have the potential to prevent it.

Both the Welsh Government Homelessness Strategy and the report of the Homelessness Action Group reinforce the requirements of the Well-being of Future Generations Act. An important way for government and public bodies to address these root causes of homelessness is for them to apply the definition of preventative spend.



Public bodies and Public Services Boards are increasingly recognising the connections between housing and some of their well-being objectives, but more could be done to join all the dots. In particular, more could be done to make the connection between housing and skills.

44% of small and medium-sized house builders say that a shortage of skilled workers is a major barrier to their ability to build more new homes and yet, few well-being objectives on skills recognise the opportunities to develop skills to meet demand, particularly in terms of modern methods of construction and low carbon housing.

The housing sector is embracing innovation and making a wider contribution to well-being through the lens of the Well-being of Future Generations Act in its work.

Good examples include, the regeneration scheme at Tre Cwm estate in Llandudno, the 'Welcome to our Woods' partnership project in Rhondda and 'The Old School Masters House' partnership in Llanrwst.

Planning Policy Wales 10 provides the right context to build communities not just houses.

There is no question that if we are to change people's travel habits and reduce our carbon emissions, we need homes in communities that are fit for the future, so well-being objectives on 'housing' should really be about well-connected environments, that help people more around their communities sustainably.

The Innovative Housing Programme is providing a framework for new ways of building houses in line with the Well-being of Future Generations Act.



I advised Welsh Government that they were missing opportunities for broader innovation to address a number of issues simultaneously and as a result, they adapted the criteria to seek innovative ideas that would 'maximise their contribution to all the goals.'

Parts of the construction industry are embracing the requirements of the Act.

For example, Constructing Excellence in Wales have gathered the sector together to agree a Declaration that would see them adopt the principle of becoming the 45th body/sector to consider the Act within its operations.

The public sector needs to demonstrate how it is using all the levers available to it to support zero-waste, including construction.

The public sector is responsible for between 45-55% of annual construction spend; therefore, the role of public bodies in driving best practice in terms of waste in construction is significant.

There is evidence of improved collaborative working between the public sector and construction companies but there is still scope for better collaboration.

A good example is a project taken forward by Flintshire County Council, Wates Residential, North East Wales Homes, the Design Commission for Wales and local town and community councils. The project involved the replacement of a 1950's deck-access maisonettes with 92 council-built, affordable, energy efficient homes in the heart of Flint.



Housing is recognised a key area in which action must be taken to prevent, adapt and mitigate the impacts of climate change.

In Wales, our 1.4 million homes are responsible for 27% of all energy consumed and 15% of all demand-side greenhouse-gas emissions.

Welsh Government has put in place policy and legislative commitments, which require the decarbonisation of homes,

such as the Well-being of Future Generations Act and the Environment Act, along with the priorities outlined in 'Prosperity for All'.

The Independent review of Decarbonising Existing Homes in Wales sets out a series of recommendations which should be adopted,

such as Welsh Government setting ambitious housing targets to meet its ambition of achieving net-zero by 2050, and putting in place the right quality system and delivery mechanisms across all tenures to help achieve these targets.

The age and condition of Wales housing stock presents a particular challenge for decarbonisation.

Wales has the oldest and least thermally-efficient housing stock in the UK, with over a quarter of homes built before 1919. Despite improvements in average energy efficiency, only 47% of homes in Wales were considered to have adequate energy performance.

In 2020, Wales is still building homes, which do not support our carbon emission targets.

The cost of meeting the decarbonisation of housing is significant but it will deliver significant benefits across a number of well-being goals.

The Institute of Welsh Affairs estimate that £5 billion is needed over 15 years, but that this would generate an increase in Gross Value Added to the Welsh economy of £2.2 billion., saving approximately £67 million in savings to the health service.

There are excellent examples across Wales of what can be delivered in the social housing sector,

such as Coastal Housing Association's collaboration with Swansea Council to deliver a zero-carbon development of almost 150 new homes on the outskirts of Swansea.

Jennings Building, Porthcawl

This project involved a partnership between: Bridgend County Borough Council, ABA Holdings Ltd (developer), WYG, Austin Partnership, Ellis Williams Architects and Cadw. This scheme secured a sustainable use for a well-known but under-used Grade II listed building - the former abandoned Jennings Warehouse. The building has been redeveloped to provide a restaurant, cafe and live work units, to form an active hub on the Porthcawl seafront. The project's ethos was to bring this building back into active use for locals and visitors alike and, since its opening in September 2017, it is now also providing a catalyst for future regeneration of this area. The Jennings Building is a good example of collaborative working between the developer, project team, the council and stakeholders. A particular challenge was the listed status of the Jennings, coupled with the neighbouring operational nature of the RNLI Lifeboat Centre. A good working relationship was therefore essential and was established early on between the developer, the Harbour Master and the RNLI. There was a significant pre-application discussion between Bridgend County Borough Council and Cadw. The Civic Trust were also heavily involved.



Yr Ysgwrn, home of Hedd Wyn

The partner organisations involved in the Scheme were [Snowdonia National Park Authority](#), [Purcell UK](#) and [Cadw](#).

The scope of this project was to conserve and develop Yr Ysgwrn, home of Hedd Wyn - one of Wales' most sensitive and significant cultural sites - into a sustainable visitor destination. Hedd Wyn, one of Wales' most well-known poets, was killed at battle and was posthumously awarded the bardic chair at the National Eisteddfod 1917.

There was a strong involvement of both Cadw and planners from start to finish. The conservation input was clearly instrumental to the whole process. Its National Park location meant that the team wanted to show an exemplar solution to what is possible in a National Park by combining traditional with modern. The embedding of the development into the landscape was key to its success.

People's experience was at the heart of the design of the project, not an add-on. Gaining and maintaining the trust of the family and local community was, and remains, key to the success of this project. The Community remain involved today by volunteering at the cafe, children having classes at Yr Ysgwrn, and annual open days – there is a true sense of community ownership.

[Coastal Housing Association and Pobl Living, Gwynfaen](#): The scheme will deliver a mixed tenure development of 165 low/zero carbon homes overlooking the Loughor Estuary. The development will enhance the opportunities for the supply chain to achieve economies of scale for the materials and components necessary to achieve zero carbon homes. It will include a new neighbourhood, designed around strong rural design principles, maximising the environmental and health benefits of green infrastructure and landscape. Streets and spaces will incorporate plants and soft landscaping and offer a setting for residents that will encourage walking, cycling and outdoor activities.

Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Increasing the supply of the right type of affordable homes
- Rising to the challenge of the housing crisis
- Seeing housing as a driver of well-being
- Improving the way we plan and design houses
- Decarbonising our homes

For my full evidence, assessment, key findings and advice please see the section on Housing in Chapter 5: Areas of Focus of the Future Generations Report.



Decarbonisation

Climate change is one of the biggest challenges facing future generations. A landmark report by the United Nations Intergovernmental Panel on Climate Change published in 2018 warned us that we had less than 12 years (now 10) to avoid climate breakdown. We need to reduce our emissions in Wales by at least 95% by 2050, but preferably sooner; progress to date has not been fast enough, which means we need to reduce our emissions dramatically in the next decade to achieve the target of 45% reduction by 2030.

The World Economic Forum Global Risks Report 2020 clearly shows that climate change is the stand-out long-term risk the world faces, with failure to mitigate and adapt to climate change as the key concern. Decarbonisation is a cross-cutting issue central to all our work and vital for future generations. Adapting to climate impacts will need to be a priority including how we respond to the risks of increased flooding, severe weather events and increased temperatures on people, ecosystems and the built environment.

By 2050 businesses, public services, the voluntary sector and government will have worked together to achieve the target of reducing emissions to zero, while contributing to all national well-being goals.

Policy Recommendations

Welsh Government should set out a long-term investment plan of how they will fund the climate emergency and support more ambitious commitments and targets for sectors within their control. (See related recommendations in Chapter 5: Transport and Chapter 5: Housing)

Welsh Government should...

Ensure the new 'National Strategy for Flood and Coastal Erosion Risk Management' provides a comprehensive and holistic plan for responding to flooding and coastal erosion, with adequate funding that is focussed on preventative measures including nature based solutions.

Require all publicly funded buildings to be carbon neutral: urgently amend the building regulations (Part L and Part F) and enforce stricter building and infrastructure standards to ensure that we are not building "old" new schools, hospitals and other infrastructure that will contribute to climate change and not be fit for future generations.

Assess the carbon impact of their spend, especially capital spend, and should also publish details on the overall carbon impact of their budget and major investment/ infrastructure decisions.

Resource and prioritise carbon and eco-literacy training for all politicians, elected members and senior officers of public bodies in Wales to ensure we have the necessary skills and understanding to make the right decisions for the climate.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to decarbonisation all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Ensure that all well-being objectives, including those relating to jobs, skills and health, seek opportunities to contribute to reducing emissions and consider the impacts of climate change.
- In setting well-being objectives, public bodies should ensure they have a significant focus on decarbonisation. They should also ensure that decarbonisation is a key consideration in all objectives that have been set, and in taking steps to meet all well-being objectives.
- Accelerate their action on reducing emissions, helping meet Wales' target of a carbon-neutral public sector by 2030. This means mapping the areas over which you have control, and which have the biggest emissions, and having a plan in place to reduce them. Immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and tourism. (Also a recommendation in the section on A Prosperous Wales in Chapter 3.)

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Work with Welsh Government to develop a mechanism for assessing the carbon impact of budget decisions and allocations.
- Build on progress in relation to reducing emissions from energy use and buildings, and increase the focus of their decarbonisation efforts on transport, housing, land use and procurement in line with the ambition of achieving a carbon neutral public sector by 2030. (See specific recommendations in other chapters.)
- Require all publically funded buildings to be carbon-neutral.
- Have an understanding of their current emissions in order to plan how these can be reduced.





Source: [Wikipedia](https://en.wikipedia.org/wiki/2015_Paris_Climate_Agreement#/media/File:World_leaders_at_the_Paris_Climate_Agreement_signing)

"In moments of crisis, only imagination is more important than knowledge."

Albert Einstein

Where are we now? My assessment of Decarbonisation in Wales

Welsh Government monitors the level and sources of emissions in Wales at a national level, but there isn't sufficient focus on how all sectors, organisations and individuals across Wales can support our carbon reduction targets.

Emissions from transport sector aren't reducing quickly enough so there needs to be more support and investment in active travel and public transport

as the transport sector accounts for 14% of Wales' greenhouse gas emissions, and reduced only by around 3% since 1990.

Many public bodies are mapping emissions in respect of energy consumption and many in respect of their estate and operations more generally, however this only accounts for a proportion of their emissions and these need to be expanded to cover transport, procurement and land use.

For example, Natural Resources Wales and NHS Wales Shared Services Partnership

calculated that between 50 and 60% of their emissions were a result of the procurement of goods and services.

There have been positive developments in the social housing sector with innovative approaches to building low carbon homes, but we are still building homes in Wales which are not carbon neutral, which means our ambition on decarbonising homes is not matched by actions.

The publication of Planning Policy Wales 10 is a significant step in the right direction, but the focus must now be on ensuring consistent implementation to ensure land use planning supports targets to reduce emissions.

Please see planning section in Chapter 5 for more information.

Young people have made a significant impact on securing action on climate change in Wales.

The Welsh Fridays for Future movement and climate strikes alongside work of the Youth Parliament and many other children and young people campaigning and lobbying politicians has been one of the most significant areas where future generations themselves are holding politicians to account and forcing action.

Young People are now demanding greater action and climate justice, calling on global leaders to take urgent action.

Welsh Government is beginning to take action to address the climate and nature crisis together.

For example, their recent commitment to develop a National Forest for Wales and the Plant! scheme set up in 2008.

Well-being objectives and steps set by public bodies and Public Services Boards must match the public's increasing awareness and expectation around the nature and climate crises.

For example, there are 68 well-being objectives or steps (out of a total of 295) set by 33 public bodies that broadly relate to the natural environment; however these objectives do not always translate into action in other policy areas such as decarbonisation.



Over half of Wales' emissions are currently derived from the power and industry sectors so decarbonising these sectors will have significant impacts on people and communities.

For example, although Wales' low carbon economy is currently estimated to consist of 9,000 businesses employing 13,000 people, it is worth remembering the outcomes of previous 'unjust transitions' such as the closure of the South Wales coalfields in the 1980s.

The Welsh Government has made an important commitment to establish a Climate Justice Advisory Group but this needs to be done as a matter of urgency.

The links between climate change and public health are becoming increasingly clear and are being recognised by some health bodies.

For example, Public Health Wales and Welsh Government are considering the impact of climate change on health.



There are promising signs of progress on the shift to clean energy, but all opportunities should be embraced if Wales is to meet its targets. Scale and pace of progress by Welsh Government and Public Bodies will need to be increased significantly during the next decade if we are to achieve progress towards our more ambitious targets, including achieving a carbon neutral public sector by 2030.

Encouraging progress includes UK's emissions declining by around 38% since 1990 - faster than any other major developed country, and a transformation in our electricity system away from fossil fuels to renewables; however our emissions are not declining quickly enough in sectors such as transport and housing.

Despite the commitment to a carbon neutral public sector by 2030, less than half of public bodies have a specific well-being objective or step on decarbonisation or reducing their emissions. In contrast, the vast majority of Public Services Boards do.

For example, decarbonisation is reflected across 34 well-being objectives or steps of 20 of the 44 public bodies and 13 of the 19 Public Service Boards.

Decisions made as part of the annual budget process should be supported by transparent assessments of carbon impact so that people can clearly understand whether funding is leading to an increase or decrease in emissions.

For example, Welsh Government should articulate how actions in key plans such as 'Prosperity for all: Low Carbon Wales' will be funded and the investment needed in relation to achieving targets to reduce emissions from sectors such as transport and buildings.

Welsh Government have increased direct funding for the climate and nature emergencies by £140 million, but it is clear that they will need to invest more in funding action if they are to meet their carbon reduction targets.

Action reflecting the urgency of tackling climate change was lacking but this has been more evident in the last year since the declaration of a climate emergency by Welsh Government and a number of local authorities. However, it is concerning that Welsh Government are still not able to comprehensively explain the carbon impact of their spending decisions.

It remains the case that Welsh Government is not assessing the net carbon impact of budget decisions.

All public bodies need to take action to divest their pension funds from fossil fuels.

Some councils, including Swansea, Cardiff, Carmarthenshire, Monmouthshire and Powys have voted for the divestment of their funds from fossil fuels, but the final decision needs to be taken by the Fund Trustees.

Oslo Climate Budget:

When Oslo launched its budget in 2017, the city began tracking its carbon emissions alongside its finances. It's the first of its kind; a pioneering approach which the city considers to be its most important tool for achieving its climate targets.

"By introducing a Climate Budget along with the financial budget we aim to count carbon reductions the way we count money."

Raymond Johansen, Governing Mayor of Oslo

Oslo's climate budget is a good example of how a region can prioritise, measure and fund the actions needed to ensure it is meeting its climate targets. Oslo also has an ambitious goal of being zero-carbon by 2030. Local governments and businesses work collaboratively and are responsible for implementing the measures in the budget and report progress three times during the year.



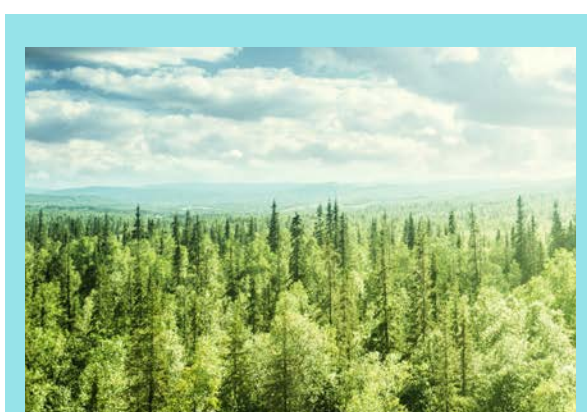
Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Understanding our emissions and where to prioritise action
- Tackle the climate and nature crises through a holistic approach, capitalising on the role of young people
- Deliver a just transition
- Implement solutions at scale to achieve multiple benefits
- Invest more in tackling the Climate Emergency

For my full evidence, assessment, key findings and advice please see the section on Decarbonisation in Chapter 5: Areas of Focus.



Meeting with Extinction Rebellion



Skills

The world is changing, perhaps more quickly than at any time in living memory. These changes are having profound implications to the future of work, community and well-being. Providing people with education and the opportunity to develop the right set of skills for their future is widely accepted as a significant determinant of life outcomes including health, socio-economic position and life expectancy. We need to react positively to these changes to ensure people have the right skills for our future Wales.

Policy Recommendations

Welsh Government should bring all sectors together as part of a coordinated national mission to deliver education fit for the future. This should be funded through the creation of a Welsh Education Tax, directed towards the transition to the new Curriculum for Wales and provision for lifelong learning.

Welsh Government should...

Radically rethink qualifications at age 16, towards assessments that focus on diversity and are centred around pupils, not testing, reflecting the aspirations of the new Curriculum for Wales 2022.

Prioritise mental health and well-being education in the delivery of the Curriculum for Wales to help nurture a generation of emotionally resilient children.

Use taxation powers and the economic contract to incentivise entrepreneurs, large businesses, micro-businesses and Small and Medium Enterprises to work directly with schools as part of a Wales-wide programme.

Direct the new Commission for Tertiary Education and Research to produce a national vision for lifelong learning that helps us to meet the national well-being goals. The Commission should be established in a way that reflects the principles of The Well-being of Future Generations (Wales) Act 2015. The national vision should include development of a new Skills Framework for Wales, as recommended by 'Wales 4.0 Delivering Economic Transformation for a Better Future of Work' to better match jobs to people and people to jobs.

Establish an intergenerational skills switch programme.

In collaboration with local education authorities, shift their focus towards prevention across schools in Wales to reduce the number of children excluded from school, helping to improve the life trajectory of children who are at an increased risk of inclusion due to inequality; and help break lifelong cycles of disadvantage, loneliness and adversity.

Increase teaching practitioners and support teachers to access continuous professional learning, including access to properly developed content and best practice approaches across and outside Wales, to maximise the potential of the new Curriculum for Wales.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.



Create a vision and plan to ensure Wales becomes the most eco-literate country in the world.

Create an action plan to develop the future skills needed to deliver public services in 2050.

Implement the recommendations of the Gender Equality Review with a particular focus on the implications of future trends as well as current challenges

Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their objectives specifically in relation to skills all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Collaborate and involve a wider set of people to review and design well-being objectives, such as: schools (pupils, governors, headteachers); Further and Higher Education institutions; local business; community groups; Regional Skills Partnerships and others. This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through skills.
- Set well-being objectives on skills which are shaped towards meeting all the well-being goals rather than just focusing on 'A Prosperous Wales.'
- Clearly show how they are integrating their objectives on skills with their other objectives.
- Move beyond setting well-being objectives and steps that respond to the economic opportunities and industries of today and, instead, use long-term horizon scanning to mould our future economy - not just ensure current businesses have the workforce they need now and in the short-term.
- Undertake their own workforce audits and skills gap analyses, looking through the lens of the seven well-being goals, including Welsh language skills needs, to identify any gaps to be filled.

In setting their steps, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Recognise the different skill sets that we will need to meet our targets to reduce carbon emissions and exploit opportunities in a 'green' and circular economy; with renewable energy, less waste and more responsible businesses.
- More widely adopt intergenerational programmes to help us to adapt to demographic changes.
- Seek to reduce inequalities by involving people in the 'story behind the data' and collaborating with others.
- Develop skills, promote our culture, heritage and status as a bilingual nation – particularly as creativity will be one of the most attractive skills for the future.



“So, what should we tell our children? To stay ahead, you need to focus on your ability to continuously adapt, engage with others in that process, and most importantly retain your core sense of identity and values. For students, it’s not just about acquiring knowledge, but about how to learn. For the rest of us, we should remember that intellectual complacency is not our friend and that learning – not just new things but new ways of thinking – is a lifelong endeavor.”

Blair Sheppard Global Leader, Strategy and Leadership Development, PwC



Where are we now? My assessment of Skills for the Future in Wales

The new curriculum has great potential, but its power will be in its implementation.

The Curriculum for Wales will be rolled out throughout the primary school sector by 2022. Its mission clearly recognises the importance of the education system in creating well-rounded citizens who, in turn, will be part of creating the Wales we want for future generations, tackling the climate emergency, reversing the loss of nature, dealing with Adverse Childhood Experiences, improving health and keeping people well for longer.

The new curriculum provides a solid framework for realising the well-being of individuals in Wales. However, teachers will need to be supported to deliver a whole school approach to well-being and the inspection regime will need to reflect this too.

It is essential that the development and teaching of the new curriculum is collaborative and involves public sector, businesses, charities, organisations and members of the community. There will need to be a significant increase in the number of teaching staff and resources. Teachers will also need to be supported and prepared (personally and

professionally) to deliver an approach that places well-being at the centre of the school and community.

Many public bodies and Public Service Boards are thinking about improving skills in a narrow sense – missing opportunities to drive wider well-being and focusing just on improving the economic well-being of their area or improving their workforce to adapt to changing demands. They should go further in clearly showing how they are integrating their objectives on skills with their other objectives.

“Skills and learning” is the most frequently mentioned topic across well-being objectives and steps set by public bodies under the Act. These cover themes like: compulsory education in schools; reducing poverty and strengthening the economy through lifelong learning and job creation; empowering people through volunteering; and developing the workforce of the organisation. The common measures of progress used by public bodies are all economic; either educational attainment, numbers of jobs created or economic growth.



Many public bodies are seeking to improve the local economy, but have failed to make explicit connections to their other objectives on improving supply of affordable housing, creating new transport infrastructure or increasing Welsh speakers in the area – and how these could be driven by improving local skills. Public bodies need to better apply the five ways of working of the Act to avoid setting narrow well-being objectives on skills that are focused solely on improving economic well-being and missing opportunities to improve broader well-being.

The education system (and other public services) in Wales are taking steps to become ‘Adverse Childhood Experiences aware’ and support mental health.

It is positive that, following recommendations made by the Children, Young People and Education Committee in 2019-20, [Welsh Government has invested a further £7 million](#) into improving the mental health of children and young people in Wales and an investment of £2 million to support health and well-being in colleges. It continues to be important that investment is made in creating psychologically aware and nurturing environments for children and young people.

Merthyr Tydfil Borough Wide Youth Forum

- In Merthyr, young people produced a Mental Health DVD that won the High Sheriffs award and, alongside a toolkit, is now used to discuss mental health with other young people across the borough. Merthyr also has the Rights Respecting Schools programme (in which half of their schools are involved), which seeks to promote an ethos of mutual respect so that staff and pupils feel listened to and valued. I would like to see more public bodies and schools thinking on how mental health education and discussions can be best introduced to young people and schools.

Wrexham Public Services Board have established a Senedd yr Ifanc; involving young people in decisions that affect them. The Public Services Board have used joint guidance from the Children’s Commissioner and I on the United Nations Convention Rights of the Child and the Well-being of Future Generations Act to help the Senedd yr Ifanc launch their own youth campaign: ‘Our Well-being’.

Mental health and well-being education should be prioritised in the delivery of the curriculum to help nurture a generation of emotionally resilient children. Teaching of these vital skills will result in more children staying in school. It will improve the life trajectories of many children and help prevent children from becoming trapped in cycles of lifelong inequality and adversity.

More work is needed by Welsh Government to plan and prepare for the impact of technological change on work and skills.

Breakthroughs in technology could mean job displacement, job creation and changes to how we experience work. Some research suggests 46.4% of current jobs are likely to change and, of these, 65% are held by women. Automation may also widen the gap between richest and poorest areas, urban and rural Wales. However, "technology is not fate". It can improve our well-being, the quality of jobs and the delivery of public services if we recognise the challenges and take action now. As a result of the COVID-19 outbreak, we are experiencing large-scale remote homeworking and home schooling. Some of this change has brought positive benefits to well-being and could provide us with lessons for the future. For example, less people commuting means better air quality and benefits for environmental well-being. People spending time with their families and close community fosters social and cultural well-being.



Whilst a devastating time for many businesses, some have found new custom by repurposing and adapting their business model to take better advantage of technology.

Nationally, skills planning is lacking long-term thinking, focused on reacting to skills gaps rather than proactively preparing and planning for the skills of the future and meeting the well-being goals for Wales.

For example, the three Regional Skills Partnerships in Wales are responsible for publishing Regional Employment and Skills Plans, but these are mainly focused on current skills gaps and fail to make connections with the wider well-being objectives of the public bodies and Public Services Boards of the area, not longer-term investment and demand. Welsh Government implementing the recommendations of 'Wales 4.0 Delivering Economic Transformation for a Better Future of Work', would help to address my finding that public bodies and Regional Skills Partnerships need more support and assistance in thinking long-term, horizon scanning and future scenario planning ([Please see Chapter 2 for more information](#)).

Public bodies and Public Services Boards should move beyond setting well-being objectives and steps that respond to the short-term economic opportunities and industries of today, and instead, use long-term horizon scanning to mould our future economy.

For example, rather than vague objectives to 'continue to raise the educational attainment of pupils', public bodies need to expand on what these future skills mean in practice for children and young people learning in school or lifelong learning.

There is evidence that local authorities and Welsh Government are missing opportunities to involve and engage education leaders and teaching staff in delivering the national well-being vision set out in the Act through the education system.

This means that the connections are not being clearly made regarding the ability of the schools, teachers and the wider education system to deliver on local well-being objectives such as 'Healthy Choices in a Healthy Environment' and 'Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals'.

There is inconsistency in the provision of learning beyond the traditional teaching curriculum, including working with local employers and businesses to provide teaching and learning in softer skills and work experience.

Future trends show how society and technological breakthroughs will drive demand for skills, such as like creativity, problem-solving and communication, which are difficult to automate. The new Curriculum for Wales 2022 is the first step, but schools and colleges should make greater use of the public, private and voluntary sector to give valuable experiences for life and work. By being involved in schools, colleges and universities, businesses could benefit from an increased local [workforce and productivity](#).

In my collaborative paper with Cardiff University Business School, [Education fit for the future in Wales](#), I have recommended that learning should be created and delivered in partnership with business, charities and others. This will not only benefit children and young people but the wider community members too.



There is a need to align our qualifications system with the Well-being of Future Generations (Wales) Act and vision for education in Wales.

The way children and young people are currently taught to pass exams will not provide them with the skills and knowledge to meet future needs. Assessment should reflect the values and principles of the new curriculum: a focus on narrative feedback, a move away from age based assessing and a need to separate pupil assessment from how we hold teachers and schools to account. In Education fit for the future in Wales, I have called on Welsh Government to: radically re-think qualifications at age 16 - GCSEs are no longer fit for purpose and should reflect the aspirations of the Curriculum for Wales 2022; and introduce assessments that focus on diversity and are centred around pupils, not testing, providing greater academic value and benefit.

Currently there is no national vision for lifelong learning equivalent to the Curriculum for Wales 2022 for schools and there is not enough priority of importance attached to lifelong learning.

The creation of a new Commission for Tertiary Education and Research provides a significant opportunity to develop a long-term vision and curriculum for post-16 learning and the skills system

in Wales, using the principles of the Act. The Commission, when established in 2023, will be taking responsibility for post-compulsory education, i.e. further and higher education, apprenticeships, adult learning, government funded research, and schools based post-compulsory education and training.



Public bodies need to embrace the ambition for lifelong learning and should offer every opportunity to their staff to provide workplace learning opportunities. It is positive that a few public bodies and Public Services Boards have started to consider their own long-term workforce needs, such as:

In Rhondda Cynon Taf, there are several initiatives, such as the 'RCT employment pathway', which supports people to develop skills in line with growth sectors and the needs of local employers, including: local apprenticeship and graduate schemes, work experience and placements at a variety of levels, including university internships, providing opportunities for young people leaving the social care of the council through the ['Care2work'](#) and ['Step in the Right Direction'](#) programmes.

Hywel Dda Health Board have introduced ['Destination NHS'](#) and ['Grow your Own'](#) as ways of developing their workforce through attracting local talent. Destination NHS is a partnership with Pembrokeshire College and Swansea University to create their workforce of the future, with young people aged 16-18 years old in the local area. Grow your Own is aimed at increasing registered nurses through a combination of measures, such as part time degrees with Swansea University and the Open University, as well as opportunities for people returning to nursing.



While things are improving, persistent inequalities remain in Wales when it comes to education and employment.

From an early age, Indian and White children are more likely to achieve their education milestones than Black or Gypsy/Roma/Irish Traveller children. Girls consistently outperform boys in schools. The starkest differences in equality are between children growing up in affluent areas and children in the most deprived. Wealthier children not only do better academically, but children living in poverty are significantly more likely to be excluded from school, which has an adverse impact on their education and life chances. Through Welsh Government's new curriculum and public bodies working with local education authorities, we need to shift our focus from firefighting to prevention across schools in Wales to reduce the number of children excluded from school, in turn reducing the economic, social and, most importantly, human costs.

Growing and emerging industries in Wales have existing gender inequalities that could increase if they are not addressed now.

Industries such as infrastructure; energy; mobility; and information, communication technology currently report female participation of under a fifth.

There is untapped social capital in our communities that could be adding value to the education and skills system. People are staying in work and learning for longer, as Wales' population is getting older. Our education and skills system needs to adapt and take advantage of this for society and the economy.

For example, it is encouraging that Welsh Government have introduced bursaries for the over 60's to undertake Master's Degrees. Other initiatives could include supporting more flexible working and improving the training offer for people later in life and planning how we capture the skills and experience of those people who do choose to retire, for younger generations.

Case study: notes from New Zealand

In [New Zealand](#), 78% of people aged 55-64 and 43% of people over 65 are in employment. Increasing the percentage in the UK from 64% to 21% respectively could have a potential Gross Domestic Product gain of around £182 billion.

Key drivers of employment of older workers are public pension policies, life expectancy and their caring responsibilities. Successful policy measures include: increasing retirement age, supporting flexible working, improving the flexibility of pensions and offering further training and support for older workers to become 'digital adopters'.

Public bodies and Public Services Boards should more widely adopt intergenerational programmes to help us to adapt to demographic changes.

There are emerging pockets of good practice in intergenerational work in Wales but these are mostly delivered in an 'ad-hoc' way and are reliant on short-term funding.

Our education and skills system must seek to get us closer to one million Welsh speakers by 2050 and a 'Wales of vibrant culture and thriving Welsh language'.

The workplace, Further and Higher education settings are important places that can ensure continuity in learning and retaining Welsh language skills post-16. Welsh Government, public bodies, and Public Services Boards should encourage and promote the Welsh language and culture through apprenticeship opportunities, recruitment and work-based learning.



Case study: linking young and old through technology

Local authorities across [Gwent](#) have partnered with [Aneurin Bevan Health Board](#) to develop the “[Ffrind I Mi](#)” Programme, which is helping them address their collective well-being objectives, including tackling loneliness and isolation, giving every child the best start in life and anticipating technological change.

One of the initiatives is a collaboration with [Digital Communities Wales](#), aiming to link younger and older people together in shared interests through technology. The children are trained as ‘Digital Heroes’ and spend time with the older people, understanding their interests and history, while using virtual reality glasses, iPads and personal technology assistants to teach them what’s possible with tech.

The children involved are becoming more ethically informed and the older people involved are benefiting from using technology as an alternative to medication in dealing with conditions such as dementia, anxiety, loneliness. This has also been shown to have a positive impact on falls prevention too.



There are opportunities for Wales to be at the forefront of emerging economies like the digital and low carbon, ‘green’ economies of the future, if we recognise now that we will need different skills to take advantage of this.

All sectors will need to recognise the different skill sets needed to meet our carbon reduction targets and exploit opportunities in a ‘green’ and circular economy, with renewable energy, less waste and more responsible businesses. Described as ‘eco-literacy’ (an understanding of our ecosystems), the people of Wales feel it is important that children and young people learn about climate change to influence behaviour change and prepare them for jobs of the future ([Please see the section on A Resilient Wales in Chapter 3 for more information](#)). The Curriculum for Wales 2022 provides an opportunity to give more focus to environmental well-being.

Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Skills must be seen as a driver of wider well-being
- Plan and prepare for how technological breakthroughs will change the way we live and work
- Champion the increasing demand for ‘softer skills’
- Re-think qualifications to reflect skills for the future
- Embrace lifelong learning as the new norm
- Ensure that our education and skills system is flexible to demographic change and works for everyone
- Take advantage of new environmental industries in Wales

For my full evidence, assessment, key findings and advice please see the section on Skills in Chapter 5: Areas of Focus of the Future Generations Report.



Adverse Childhood Experiences

Adverse Childhood Experiences (ACEs) are specific traumatic events that have happened to someone under the age of 18. They include problems such as physical, emotional and sexual abuse, growing up in a home where there is drug abuse, alcohol abuse, domestic violence, parental separation, incarceration or mental illness.

Preventing and mitigating the impact of Adverse Childhood Experiences is a cross-cutting theme and is essential to future generations' health and well-being.

These are complex issues that need to be addressed collectively, as no one can resolve or respond effectively to Adverse Childhood Experiences and their impact, in isolation.

Policy Recommendations

Welsh Government should build on programmes, such as Flying Start, to tackle Adverse Childhood Experiences; to make early intervention and childhood adversity a priority. Welsh Government should set out a clear national strategy to empower and encourage all key public services to deliver effective, sustainable and evidence-based early intervention.

Welsh Government should...

Align long term investment in services with long term strategies for prevention of Adverse Childhood Experiences.

Invest more in the first 1000 days work, ensuring interventions are evidenced based and monitoring of impact is holistic.

Build capability and capacity within local services to generate high-quality evidence of what works in breaking intergenerational cycles. The routine use of this evidence should become part of 'business as usual' alongside investing in and scaling up what works with increased use of implementation science to ensure success.

Ensure that school exclusions become a thing of the past with more focused and dedicated work on how we make this happen.

For my process recommendations for both Welsh Government and Public Bodies, please see my full report or its individual chapters.



Advice on setting well-being objectives for all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government)

Please refer to the chapter on Setting Good Well-being Objectives, but in setting their **objectives** specifically in relation to Adverse Childhood Experiences, all public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should:

- Collaborate with wider stakeholders including community anchor organisations and the ACE Support Hub.
- Set well-being objectives on Adverse Childhood Experiences that seize opportunities to work with partners beyond traditional services and to consider how they are doing this you can meet other well-being objectives and goals.
- Be willing to fundamentally reform existing services.

In setting their **steps**, public bodies and boards covered by the Well-being of Future Generations Act (including Welsh Government) should focus in the following areas and should:

- Identify evidence based practice from across Wales and beyond and adopt locally.
- Standardise training for Adverse Childhood Experiences and it should be quality assured across all public bodies by formal evaluation; and embedded in organisations so looking through an 'ACE lens' becomes the cultural norm. An accreditation, or approved list in Wales should be explored by the ACE Support Hub.
- Look at the whole system and replace competition with compassion – interventions should be dealing with the person, not the specific issue.



“ACEs and their effects on a person’s life and behaviour is becoming more widely understood by various different agencies and the wider public. I believe this is a positive step in the direction of reducing the number of people who are affected by ACEs. My hope is that we will continue to move in this direction and raise further awareness of ACEs and the effects.”

Alexandra Fitzgerald, Future
Generations Leadership Academy



Where are we now? My assessment of Adverse Childhood Experiences in Wales

Wales has a powerful context for prioritising the building of resilience across the life course, joining up the system and preventing Adverse Childhood Experiences.

Parts of the system in Wales have taken advantage of this, strengthening their focus on early intervention and prevention, particularly in the early years,

For example, Flying Start, the Healthy Child Wales Programme and the First 1000 Days Programme delivered by Public Health Wales, which aims to support the early years system to ensure that we are collectively doing all that we can to support families at this pivotal time in a child’s development.

However, there are implementation gaps.

For example, Flying Start’s approach has been criticised as missing some families, particularly those with Adverse Childhood Experiences.

Taking a public health approach, through integration of services and providing a trauma-informed, multi-agency response that enables early intervention and root cause prevention,

can help kick start the change needed and ensure any change is based on evidence of what works.

We are not always joining the dots between evidence-based interventions, which are already in place, how they support the prevention of Adverse Childhood Experiences agenda, and how they should be scaled across Wales.

For example, the Identification and Referral to Improve Safety initiative has been successfully introduced across two health board areas in South Wales as a result of initial funding from the police. This programme has been operation for five years and is a good example of something that works. It has been evidenced to give value for money and yet, it has not been scaled up across Wales.



There has been a focus on training and raising awareness of Adverse Childhood Experiences in Wales resulting in good knowledge across certain sectors,

including housing, education, the criminal justice system, health and social care.

But public bodies need to go further in demonstrating how they are embedding Adverse Childhood Experiences training in their work.

For example, Welsh Government data tells us that school exclusions remain at a high level across Wales. Research tells us that the disruptive behaviour behind exclusions is often linked to Adverse Childhood Experiences. Schools like Prestatyn High School in North Wales are proactively supporting vulnerable pupils through Pastoral Support Plans. Parents and many relevant agencies are involved in the creation and ongoing review of the Pastoral Support Plans and they are used in a preventative way.

The language of well-being is prominent in policy and legislation but Government could go further in putting kindness and compassion at the heart of public policy and service delivery in Wales

Despite evidence suggesting that 'belonging' to a community and having a trusted, stable adult in your life are ways to prevent and mitigate the impact of Adverse Childhood Experiences, public bodies are mostly focusing on existing service provision,

which includes working with more traditional partners like schools, youth clubs and community centres. The mini-police scheme, initiated by Gwent police, is a strong example of involving children in their community, learning social and emotional skills and developing healthy child/adult relationships.

There needs to be a more consistent understanding and focused action to develop 'ACE aware' communities,

recognising the important role community organisations, sports clubs, schools, friends and neighbours can play in tackling ACEs.

Current policy and legislative context support long-term aspiration of prevention but investment in services which can support these aspirations are often short-term and from a siloed-pots of money.

For example, the ACE Support Hub is a good example of how budgets can be pooled and resources shared. However, the Hub was never intended to be a permanent structure, but to support the development and then embedding of systemic change across all sectors and society in Wales. Many voluntary sector partners are employed with small pots of money to deliver short-term initiatives, projects, and interventions only for funding to dry up and the project shut down.

Welsh Government short-term funding cycles exacerbate the problem of scaling up evidenced based practice and services.

Public Services Boards have a critical role in supporting and working with communities and the link is not always being made between the various well-being objectives on how prevention and mitigation of Adverse Childhood Experiences is the golden thread through them all.

Examples of intergenerational work as part of a solution to tackling Adverse Childhood Experiences are beginning to emerge in Wales, but public bodies and Public Services Boards could be more explicit in making the connection.

For example, through initiatives such as Ffrind i Mi. Across most of the public body well-being objectives I have analysed, there are steps set out for tackling loneliness in older people and for supporting young people, yet these are not brought together through intergenerational work which would have broader benefits than being addressed in isolation.



Millbrook Primary School, Newport

This award-winning school uses a universal nurturing approach and has targeted support for vulnerable pupils, enabling all to succeed in reaching their personal goals. The school's on-going research and a strong focus on Adverse Childhood Experiences have been key to this success. Staff at all levels have engaged in 'ACE aware' and trauma-informed training and research. There is a whole-school well-being charter, which supports all staff in ensuring that they consistently use the right approach for a child in need. Staff recognise the importance of positive relationships in mitigating the impact of trauma. The school offers a bespoke package of support for pupil and family well-being, such as emotional coaching, emotional literacy support, and guided early intervention nurture sessions.

Below are the areas I recommend that all public bodies, including Welsh Government, should focus on:

- Create a joined up system focused on early intervention and prevention
- Ensure all public service professionals are Adverse Childhood Experiences aware
- Ensure communities are supported through an equal/reciprocal relationship with public services to provide the building blocks of resilience
- Long-term, preventative spend

For my full evidence, assessment, key findings and advice please see the section on Adverse Childhood Experiences in Chapter 5: Areas of Focus of the Future Generations Report.





Health and wellness system

Better ways to keep people well

Finding better ways of keeping people well has been one of my areas of focus in the past few years, as good health is one of the main building blocks of wellness and opportunity.

My work in this space is detailed in the 'A Healthier Wales' section of Chapter 3, with a range of key findings and recommendations related to a national wellness system, mental health, physical activity and the need for place-based approaches to wellness.

There is also a significant overlap with my work monitoring and assessing the Welsh Government budget process, with a focus on prevention, and which is outlined in greater detail in [Chapter 2 – Part 2: The role of Welsh Government in implementing the Act.](#)



Chapter 6 - At a glance, year-by-year summary of my activities between May 2017 – May 2020

Over the past three years, I have engaged with, involved and drawn on the views of more than [5,000 people](#). The evidence I have gathered from these activities - listening to people, experts and working with civil servants has provided considerable insight and helped me reach the findings and recommendations in this report.

Year one

The [first year](#) of my appointment, February 2016 – March 2017, falls outside the reporting period. My Annual Report for 2016-17, can be accessed [here](#).

Year two

In my [second year](#) - April 2017 - March 2018 - I involved over 1,300 stakeholders in developing the programme of work for my term of office, identifying the areas I could best influence and make the biggest contribution to each of the well-being goals. I published [my analysis](#) of the first well-being assessments undertaken by the 19 new Public Services Boards. I highlighted the challenges and opportunities in front of them to change the way we deliver public services in Wales.

Having expressed concerns about the decision-making on the M4, I submitted [initial written evidence](#) and then [further evidence](#) to the M4 public inquiry which questioned how the Act was being considered in an existing decision and whether the decision to borrow over

£1 billion is the right one for future generations. This intervention paved the way to advising Welsh Government on embedding the Act into the Welsh Transport Appraisal guidance (WelTAG) and publishing my Future Generations Framework on infrastructure projects.

More information can be found in my [Annual Report for 2017/18](#).

Year three

My [third year](#) - April 2018 – March 2019 - was focused on setting-up strategic partnerships to help develop resources and guidance on the Act, providing advice and support in my areas of focus and continuing to listen and involve all those who can deliver the vision and requirements of the legislation. I published two further Future Generations Frameworks on [service design](#) and [scrutiny](#). I challenged the Government on how they are demonstrating that the Act is being applied to spending decisions; helped determine a definition of prevention by which their spending can be judged; and responding to concerns raised by the public, helped to recast Planning Policy Wales. In May 2019, I published my analysis of public bodies' first well-being objectives and designed and undertook a methodology for my first round of monitoring and assessing which was completed at the end of 2019. Further information is in my [Annual Report for 2018-19](#).



Year four

My [fourth year](#), April 2019 – March -2020 - was focused on publishing resources through my Art of the Possible '[Journeys](#)' and continuing to advise public bodies so that they can understand the Act and its implications. This included delivering two 'Live Labs' (my most detailed level of support) on Adverse Childhood Experiences (with Cwm Taf Public Services Board) and housing (with Welsh Government). In terms of the areas where I seek to proactively drive change, I focused on health system change, procurement and the government's budget - including publishing a [10-point plan to fund Wales' climate emergency](#). On skills for the future, I worked with Professor Calvin Jones at Cardiff University on a white paper '[Education fit for the Future in Wales](#)' to stimulate a discussion on how we prepare young people with the right skills, and also launched my own [Future Generations Leadership Academy](#). My Annual Report for 2019-20 will be published in August 2020.



Most significant achievements

- Changed the Government's approach on the [M4 Relief Road](#)
- Embedded the Act in the procurement of the rail franchise for Wales and the Borders
- Proposed a new approach to [examination and assessment in education in Wales](#)
- Helped recast national planning policy in line with the Act
- Secured the Act as a key plank of the Welsh Government's International Strategy
- Agreed a definition and adoption of a definition of preventative spent
- Secured an increase in Welsh Government funding towards tackling the climate and nature emergency, in line with my advice in my 10 Point Plan
- Reformed criteria for better housing development through the Innovative Housing Programme
- Monitored and assessed progress towards meeting around 300 well-being objectives
- Produced a full suite of guidance and resources for anyone who can help achieve the well-being goals
- Gave advice and assistance to over 500 people or organisations
- Shortlisted in the national Chartered Institute of Public Finance and Accountability awards
- Established the Future Generations Leadership Academy



Building profile in Wales and the world

- Named as one of the UK's [Top 100 Changemakers](#) - Big Issue
- Featured in the [Makers and Mavericks List 2019](#)
- Helped to develop Private Members bills in the Commons and Lords for a Well-being of Future Generations Act for the UK
- Influenced policy development on well-being in Canada, the United Arab Emirates, the United Kingdom and New Zealand
- Represented Wales at the [United Nations High-Level Political Forum](#) and the [World Government Summit](#)
- Featured in [Positive News](#), [The Guardian](#), Channel 4, BBC Future at Hay Festival, [BBC Ideas Platform](#), the National Newspaper of South Korea and the Dutch Financial Times
- Contributor to Reasons to be [Cheerful Podcast](#) and BBC Radio 4's [Four Thought Podcast](#)
- Featured in books by Margaret Heffernan, Roman Krznaric and Jane Davidson.



My contribution to the vision set out in the Act

Chapter 1 and the first part of each of the other chapters of the Future Generations Report describe, through different lenses, the holistic and integrated vision for the Wales we want to see in 2050, which the Act sets out. I have pro-actively sought to contribute to this by setting out areas of focus maximising my own impact and by producing inspirational guidance for each of the goals.

My areas of focus

With a small team relative to the breadth and ambition of the Act, I needed to be smart in how I approached this. In 2017, following involvement of people groups and experts, I identified areas of focus which could have the biggest impact towards the vision and well-being goals – the equivalent of setting my own well-being objectives.

I consciously did not single out environment, culture, community or economy as each are an integral consideration to decisions in all areas. In my analysis of progress in earlier sections of this report, a common finding has been that public bodies are not taking a sufficiently integrated approach: often action on one issue does not do enough to drive change simultaneously in other areas. It can and it must. I have sought to show by example that action on particular policy issues can have multiple benefits on all four dimensions of well-being, without singling out the environment or any other aspect of well-being.

My areas of focus can be divided in two groups:

Our places and infrastructure

- Transport
- Land use planning
- Housing

Our people

- Prevention of adverse childhood experiences (ACEs)
- Skills for the future
- Health and wellness system

In taking each of these forward I have sought to practically and proactively contribute to the vision and goals in a number of ways. For example, by:

- Expanding and explaining what the goals and the vision means for Wales
- Providing advice and assistance to public bodies
- Monitoring their progress to secure policy and procedural change
- Publishing resources, research and analysis that leads to influence national or local policy
- Responding to evidence or concerns raised by the public and their representatives
- Collaborating with others and taking forward joint work
- Championing innovative ideas
- Sharing case-studies from within Wales and wider to help good practice travel
- Walking the talk in how I manage my own office.

Please see the full Future Generations Report for more detail of work to date.

