



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

Future Generations

Commissioner
for Wales

Annual Report 2019-2020

Housing

ACE's

2050

2020

Changemakers

2015
Future Generations

Transport

Health

Planning

Skills

Acting today,
for a better tomorrow.

Climate change

Future Generations

Commissioner for Wales

Annual Report 2019-2020

We have produced this document to be read as an interactive presentation.

Where you see these signs:

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Foreword

Sophie Howe

Future Generations Commissioner for Wales

I have been in post as Wales' first Future Generations Commissioner since 2016. During that time, it's fair to say I've talked about future generations with just about everyone I've met.



From global leaders, to the people living in our communities in Wales, to chief executives of businesses, to my local hairdresser. Future generations are everyone's business – that is becoming increasingly apparent whether policy makers like it or not. Intergenerational justice is no longer a niche issue.

Our younger generations are calling out the failures of past decisions, and sadly, often decisions in the continuing present that fail to take into account their futures. And with youth movements building across the world, alongside a reduction of the voting age here in Wales, policy-makers can no longer ignore issues relating to future generations. Many countries are looking to follow Wales' lead in improving the lives of their future generations, but we were brave in taking that first step.

Personal highlights for me this year have been the publication of my Art of the Possible [Journeys](#) as a resource of ideas and inspiration on each of the Goals; launching my pilot [Future Generations Leadership Academy](#); finishing my first round of statutory [monitoring and assessing](#); seeing encouraging signs of the Act being reflected in Government policy – from a stronger focus on prevention and decarbonisation in the budget, the decision not to build the M4 relief road and securing the Act as a key plank of Welsh Government's international strategy; meeting and hearing from champions of the Act from public services, business, social enterprise and communities; and of course writing my [Future Generations Report](#).

The Future Generations Report brings together all of the streams of work that my team and I have undertaken in the last four years. It gave me the perfect opportunity to take stock of what's been achieved so far, reflecting the conversations and intelligence that my office and I have gathered. And it's fair to say that good things are happening. That things are changing because of the Act.

The report includes recommendations on areas which I consider to be the most significant things that should be done in the next five years to help Wales reach the well-being goals - *and recover from COVID-19*. The Well-being of Future Generations Act provides a framework for how we should seek to respond to this crisis. It allows us to make the right decisions, to help us shift towards a longer-term and preventative outlook on how we run our society and public services. I am encouraging Welsh Government, public bodies and other stakeholders to use the Report as we work towards a recovery plan for Wales.

“Life always awaits for a crisis to occur before revealing itself at its most brilliant.”

Paul Coelho



The World has changed, and I believe society in Wales can be significantly reshaped for the better. As we deal with the current crisis, we must think long-term. We're being presented with an opportunity to enact change. With a progressive and inclusive approach, we can build a Wales which gives everyone a stake, including the most vulnerable. It will take political courage to bring about that change.



Performance Summary

How I measure performance?

The Act is about bringing change to people's lives and changing behaviours. This is complex, takes time and is a real organisational and human challenge. I have chosen performance indicators that allow me and those who want to scrutinise my work to see how my Office is influencing this evolution toward a more sustainable Wales.

The strategic performance measures for my office are to:

- 1 Frame debate and get issues on the agenda
- 2 Encourage discursive commitments from ministers, Government and others
- 3 Secure procedural change in how public bodies go about things
- 4 Affect policy content and commitments
- 5 Influence practical behaviour change in others

My role

As Future Generations Commissioner for Wales, my general duty is to promote the Sustainable Development principle. I am a coach and a critical friend for public bodies, Public Services Boards and anyone who can help contribute to the achievement of the national well-being goals. I am both supporting and challenging public bodies so that they embrace their duty and improve all aspects of economic, social, environmental and cultural well-being for the whole population of Wales.

What does my duty include?

"Promote the Sustainable Development principle, in particular to act as a guardian of the ability of future generations to meet their needs and encourage public bodies to take greater account of the long-term impact of the things they do."

"Monitor and assess the extent to which well-being objectives set by public bodies are being met."

I can:

- Provide advice to public bodies and Public Services Boards.
- Carry out reviews into how public bodies are taking account of the long-term impact of their decisions.
- Make recommendations following a Review.

To carry out my general duty, I have a range of specific **functions and powers**:

- **Section 18 (a) General duty** – Promote the Sustainable Development principle.
- **Section 18 (b) General duty** – Monitor and assess the extent to which well-being objectives set by public bodies are being met.
- **Section 19 (a) Power** - Provide advice or assistance to public bodies (which includes providing advice on climate change).
- **Section 19 (b) Power** - Provide advice to the Auditor General Wales on the Sustainable Development principle.
- **Section 19 (c) Power** - Provide advice to a Public Services Board in relation to the preparation of its local well-being plan.

- **Section 19 (d) Power** - Provide any other advice or assistance to any other person who the Commissioner considers is taking steps that may contribute to the achievement of the Well-being Goals.
- **Section 19 (e) Power** - Encourage best practice in public bodies in taking steps to meet their well-being objectives in accordance with the Sustainable Development principle.
- **Section 19 (f) Power** - Promote awareness amongst public bodies of the need to take steps to meet their well-being objectives in accordance with the Sustainable Development principle.
- **Section 19 (g) Power** - Encourage public bodies to work with each other and with other persons if this could assist them to meet their well-being objectives.
- **Section 19 (h) Power** - Seek the advice of an advisory panel in relation to the exercise of the Commissioner's functions.
- **Section 20 to 22** - Power to conduct reviews and to make recommendations. I also have a duty to provide advice to Public Services Boards on their well-being assessments and draft plans and powers to receive copies of reports and to be consulted on different occasions.

I have distilled these functions and powers into four Strategic Purposes:

Purpose 1

Highlighting and acting upon the big issues and challenges facing future generations

Purpose 2

Supporting and challenging public bodies to use the Well-being of Future Generations Act

Purpose 3

Creating a movement for change

Purpose 4

Walking the talk – being the change that we want to see in others

My Performance Report is structured around these four purposes.

Summary of what I did in 2019-20

In my **fourth year**, April 2019 – March 2020, I launched Our Future Wales – a year-long involvement exercise building on previous work to gather evidence, views and lived experience to inform my first [Future Generations Report](#). This was a major piece of work published in May 2020 but largely undertaken this year, drawing on my first round of statutory monitoring and assessing, and insights from more than 5,000 people and organisations from Wales, the UK and further afield. Our Future Wales, which was launched in the Spring 2019, helped shape my findings and recommendations, and I sincerely thank the many organisations and individuals who contributed.

The report includes recommendations for what I consider to be the most significant things that should be done in the next five years to help Wales achieve the well-being goals *and recover from COVID-19*. The report also contains a number of 'Big Ideas' of how Wales could change for the better, taken from some of the best examples from Wales and across the world.

My Annual Report should be read in conjunction with this document.

I also published resources through my Art of the Possible ['Journeys'](#) and continued 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 ['Fit for the Future Education 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](#). On land use planning I continued to support the implementation of Planning Policy Wales through providing challenge and advice on the Welsh Government's National Development Framework and LDP Manual.



Most significant achievements

- Changed the Government's approach on the [M4 Relief Road](#).
- Proposed a new approach to [examination and assessment in education in Wales](#).
- Continued to help recast national planning policy in line with the Act.
- Secured the Act as a key plank of the Welsh Government's International Strategy.
- Secured an increase in Welsh Government funding towards tackling the climate and nature emergency, in line with my advice in my 10 Point Plan.
- Monitored and assessed progress towards meeting around 300 well-being objectives.
- Published a full suite of guidance and resources for anyone who can help achieve the well-being goals – my Art of the Possible ['Journeys.'](#)
- Launched [Our Future Wales](#) – campaign to involve people in my [Future Generations Report](#).
- Gave advice and assistance to over 300 people or organisations who've requested support.
- 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 [One Young World](#).
- 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.

The financial statements show breakdown of expenditure, year on year the the bulk of which is on paying our people and costs associated with premises. The Performance Report as a whole is an account of what we have used this funding for – to work on our four strategic purposes, the things we have done, the progress we have made, the outputs and impact.



Purpose 1

Highlighting and acting upon the big issues and challenges facing future generations

My areas of focus

In 2017, 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. I have found in my analysis of progress against the goals by public bodies, that too often, they do not take a sufficiently integrated approach in what they do – by that I mean that action on one issue does not do enough to drive change simultaneously in other areas. I have sought to show by example that action on particular policy issues can have multiple benefits on all four dimensions of well-being.

My areas of focus can be divided in two groups:

Our places and infrastructure

1. Transport
2. Land use planning
3. Housing

Our people

4. Prevention of adverse childhood experiences (ACEs)
5. Skills for the future
5. Health and wellness system

In taking each of these forward in the past 12 months, I have sought to contribute to the well-being goals in a number of ways. For example, by:

- Expanding and explaining what the goals 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 seeks 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.

Providing advice and assistance to public bodies and anyone which can help contribute to the well-being goals is one of my most important powers to promote the Sustainable Development principle and to act as the guardian of future generations. This is one of the main mechanisms that I have used to support others as they seek to achieve the national goals and the vision set in the Act, in my areas of focus in particular.

Places and infrastructure

With regards to **transport, land use planning** and **housing**, my approach has been to focus on supporting and challenging Welsh Government at the national policy level. Taking action in these three areas is important because it will have an impact across all of the well-being goals.

Transport - Mobility fit for the future

My vision for connected, low carbon and active communities is [here](#).

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



Credit: Cardiff Council

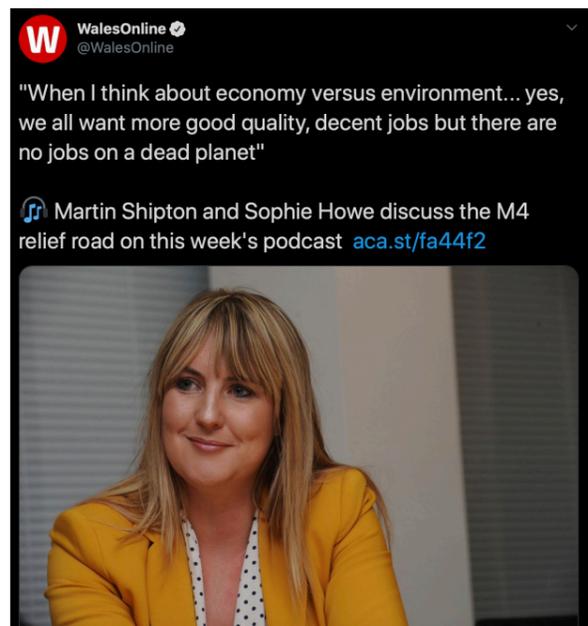
The decision from the Welsh Government in June 2019 on the M4 goes a way towards this, and shows a marked shift in policy with the First Minister, Mark Drakeford AM, placing substantial weight on the impact the scheme would have on a **Resilient Wales**. My [initial written evidence](#) to the M4 local public enquiry in 2017 and [further evidence](#) in 2018 helped frame the debate, helped others understand how the Act should operate and ensured that the Well-being of Future Generations Act was a key consideration in the decision made by the First Minister.

The [South East Wales Transport Commission](#) has been appointed to propose sustainable alternatives. It needs to demonstrate how it is using the Well-being of Future Generations Act in forming its recommendations. I have made suggestions for alternatives in my [Transport Fit for the Future](#) report, and I welcome their early focus on the need to improve public transport and to provide a viable alternative option to commuters travelling by car. My office is engaging with the Commission and I will provide feedback on their interim report in the Summer. The final report is due to be published in late 2020.

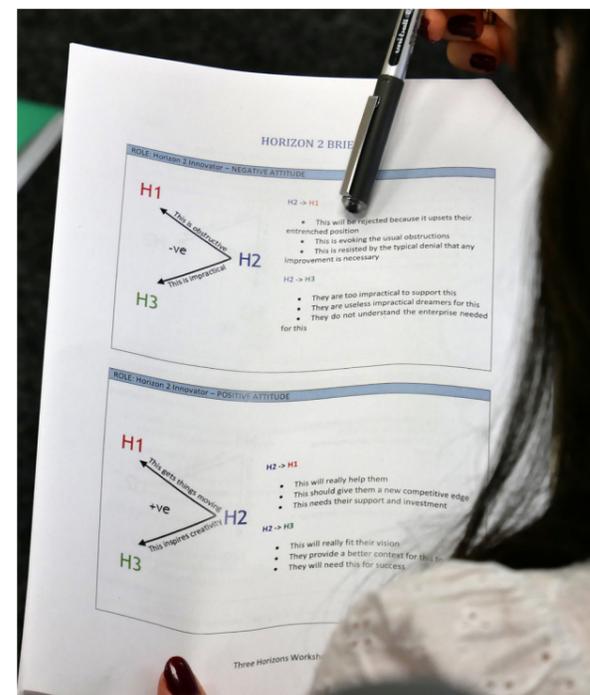
In September 2019, I delivered a workshop using the [Three Horizons](#) approach to consider current transport issues and solutions fit for the future. Attendees were able to map their transport aspirations against the seven well-being goals and consider the differences between ideas that tend to maintain the status quo (H2-) as well as ones that will support the future we need (H2+).

A perspective on transport from Emily-Rose Jenkins, participant in my Future Generations Leadership Academy.

“There is a focus on the decarbonisation of the transport sector, and rightly so. However, we also need investment into climate change adaptation. Currently, the infrastructure in Wales is not designed to accommodate for the changing environment. Historical designs did not accommodate for the future projections of climate change, therefore retrofitting and enhanced maintenance of ageing infrastructure will play a large part in climate change adaptation. The extent of climate change adaptation in Wales is unknown and so collaboration will be critical in achieving this. Working with nature and not against it; we need to use the natural resources of Wales and protect the environment, whilst delivering the vision of a prosperous and resilient Wales.”



It is frustrating to see from my own analysis and the evidence submitted to me by communities that in respect of the [Welsh Transport Appraisal guidance \(WeITAG\)](#) - which is used in all decisions on transport interventions - there is a significant implementation gap. Having worked alongside Welsh Government to produce the guidance, instead of identifying the best mobility solution for an area, taking account of well-being goals and local well-being objectives, the guidance is often retrofitted after a specific solution (e.g. building a road or a bypass) has already been chosen, or funding has been allocated. For example, in the recent Wales Infrastructure Investment Plan update (November 2019) 62% of capital funding was allocated to new roads.



Welsh Government is currently developing a new **Wales Transport Strategy** which should deliver against all of the well-being goals including a significant focus on modal shift. To do this, it must have decarbonisation at its heart and adhere to the transport hierarchy set out in Planning Policy Wales. It must consider the long-term trends relating to the future of mobility, ensuring everyone has equal access to employment, services and leisure opportunities in ways that don't cost the Earth. It must provide an ambitious vision, consistent with the Act, that provides the 'direction of travel' for local transport strategies and funding for schemes enabling public transport and active travel to be prioritised.

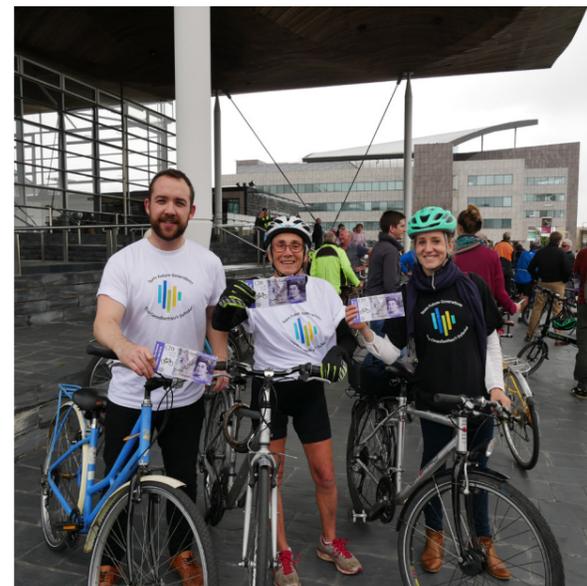
Click [here](#) for the recommendations in my Future Generations Report on mobility fit for the future.

How is the Act already making a difference in transport?

Examples of impact include:

- WellTAG guidance has been updated by the **Welsh Government** to ensure that public funds are invested in a way that ensures they maximise contribution to the well-being of Wales, as set out in the Act to deliver the Act's vision of the Wales we want.
- The decision from the **Welsh Government** not to build the M4 relief road has shown a marked shift in Government policy with the First Minister placing substantial weight on the impact the scheme would have on the environment. A new expert Commission has been established which embeds the Well-being of Future Generations Act in its terms of reference.
- **Cardiff Council** is prioritising clean air and a shift from private car travel to walking, cycling and public transport. Initial concept designs have been prepared for four-cycle super-highway routes, together with cycle infrastructure schemes and the On-street Cycle Hire scheme (Nextbike) which has become the most successful in UK, growing from 25 to 500 bikes across the city.
- **The City and County of Swansea** have bought 40 electric vehicles and won an award for the most electric vans in a public sector fleet.
- **Caerphilly County Borough Council with Stagecoach**, as well as **Cardiff and Newport** councils are in the process of introducing electric buses.

Credit: Roqib Monsur



Credit: Roqib Monsur



Land use planning - a placemaking approach

My vision for how we plan, design and build our communities and infrastructure for the future is [here](#).

To date, planning policy is the most significant policy area in Wales being fully recast to embed the Well-being of Future Generations Act. This reform is a deep and long work programme which I welcome as helping to deliver all of the goals and in particular a more **Resilient, Healthy, Cohesive** and **Prosperous Wales** with a **Vibrant Culture and Thriving Welsh Language**. I recommended this in-depth approach should be adopted for other policy areas such as education and housing.

I have echoed planning matters raised with me through correspondence with the Welsh Government's planning department and provided advice and assistance at their request over the past few years. We have developed an open and constructive relationship as I worked with them at the national policy level on the recast of **Planning Policy Wales 10** in 2018, resulting in a strong narrative on the Well-being of Future Generations Act.



Like many ambitious and reforming policies, Planning Policy Wales 10 needs to be fully implemented. And whilst Welsh Government continue the in-depth work to recast the whole system, I have encouraged them, the Planning Inspectorate and local planning authorities to embrace every opportunity they currently have such as demanding more from developers, maximising the use of conditions in development control and monitoring planning outcomes.

The **National Development Framework** is a key document alongside Planning Policy Wales that will drive the direction and manner in which planning law will be applied in the years to come. It is essential that it is designed to drive progress towards the well-being goals and that it reinforces the policy set out in Planning Policy Wales 10. In 2019-20, I focused my advice to Welsh Government on the draft **National Development Framework** and insisted that it:

- Think long-term.
- Respond to future trends and predictions.
- Address the Declaration of a climate emergency, the biodiversity crisis, the need to decarbonise our society.
- Realise the full potential of green infrastructure.

Moving towards the local level, I have worked with Welsh Government on the recast of **the Local Development Manual** which offers guidance to public bodies on how to set local development plans aligned with the Act. It was published in March 2020. And I have also involved stakeholders from the planning sector to produce guidance

on how to make best of the Act in plan-making and development control. Depending on the consequences of the COVID-19 outbreak, I will publish those in 2021.

As part of ensuring the whole system understands their obligations under the Act, I have continued to engage with and collaborate with the **Royal Town Planning Institute Cymru, Planning Aid Wales and the Planning Inspectorate for Wales**. The Planning Inspectorate has recently allowed or rejected planning appeals on the basis of inconsistency with well-being objectives and well-being goals.



Placemaking is central to realisation of many of the goals. I have therefore been advocating for the adoption of a **'placemaking approach'** beyond and within planning which sees the different elements of a community holistically and capitalises on region's assets, inspiration and potential. The different elements of well-being should no longer be seen as something to be traded off or compromised but implemented as an integrated whole concept with contribution to each well-being dimension. Placemaking is a theme that underpins my [Future Generations Report](#) and runs through my advice on transport, skills, Adverse Childhood Experiences and housing.

I have also provided support to bodies who are not covered by the Act but are important to driving progress and delivering in these areas. Examples include:

- Delivered lectures on the Well-being of Future Generations Act and planning to Masters course students in Cardiff University and architecture conferences to ensure that the next generation of planners and architects understand the new legislation.
- Provided advice and support as part of a working group on delivering placemaking in Wales, led by The Design Commission for Wales and supported by Welsh Government to create the Placemaking Charter and accompanying guidance for the signatories.
- Worked closely with the Royal Town Planning Institute in the design of my future planning guidance.

Click [here](#) for the recommendations in my Future Generations Report on planning and a placemaking approach.

A perspective on planning from Chris Roscoe, participant in my Future Generations Leadership Academy.

“ With a young family living in rural Wales, I often think about what Wales, and the World, will look like when they're older. I wonder about the places they'll live and the challenges they'll face. If we continue as we are, will they be able to live their best lives - or do we need change?

I would like to see private and public organisations provide a foundation level of physical services in small towns and villages in Wales. It is not difficult for anyone to picture a place they know with a withering high street and lines of closed businesses. A growing number of towns are now without key services - a school, a bank and grocery shops. This makes it harder to live there and pushes future generations away from their communities. ”



How has the Act and our work has already made a difference in planning?

Examples of impact include:

- **National planning policy** is being fully recast to align with the Act and help us achieve the goals.
- A Placemaking Charter has been developed and many organisations have already signed up across all sector.
- Planning inspectorate decisions have used the Act (well-being objectives and goals) both to refuse or grant appeals.
- The **Local Development Plan Manual** has been updated to align with the Act.
- Local authorities are starting to show how they have applied the Act in the process and the Planning Inspectorate reviews this.
- Consultancy firms such as Mott MacDonald and Arup have designed specific tools to ensure their work contributes to the full implementation of the Act.
- The Act is at the heart of the work of Royal Town Planning Institute Cymru supporting all planning professionals in Wales and beyond.
- The Design Commission for Wales already asks that all the projects it reviews demonstrates their contribution to the well-being goals, well-being objectives and uses the five ways of working.
- Councils started using the Royal Town Planning Institute's Value of Planning tool to demonstrate the wider benefits of planning and placemaking.

Housing as a basic human right

The quality of the homes we live in cuts across almost every aspect of the vision. And delivering adequate housing for all across Wales will help dramatically the achievement of all goals, **Resilient, Prosperous, Globally Responsible, More Equal, Healthier, Vibrant culture and thriving Welsh language, Cohesive Communities.**

My vision for communities fit for future generations where housing is a basic human right is [here](#).



Credit: fumigene

Housing was an issue that came through strongly in my original engagement work in 2017 that helped me to set my areas of focus for my term of office.

Housing shortages are impacting many more people than before. This year, my advice to Welsh Government has been focused on the need to decarbonise our homes to meet emission targets as well as ensuring that our homes are adaptable to changing demographics. This will help create **Healthy** and **Cohesive Communities** with housing that meets local needs and does not undermine the viability of the **Welsh language**.



Credit: iCreate

Credit: iCreate



Credit: iCreate

In 2018, I supported the **Review of Affordable Housing** in Wales by providing advice and challenge sessions with the Panel, using expertise from secondments from Constructing Excellence in Wales and United Welsh. The findings of the [Review](#) were published in May 2019. The fresh, challenging and forward-thinking approach for housing which helps realise the ambitions of the Act, championed by the Minister for Housing and Local Government, Julie James AM, is exactly what Wales needs.

To support this, in January 2020, I delivered a **Live Lab** for the Welsh Government's Housing Department in partnership with it's own Future Trends team. A Live Lab is my most detailed level of support that uses future thinking tools to help public bodies explore trends and developments

and their consequences for developing policies and practice. Again, I enjoyed a constructive relationship with Welsh Government in this work, which helped my interventions to have maximum impact. As a result, the Housing Department have changed their perspective by realising that they have a significant role to play in creating communities and new skills around futures thinking.

Its impact was summed up by Emma Williams, Director of Housing and Regeneration:

“The Live Lab has changed the way we think and challenge each other on the longevity of the decisions we are making.”

It is vital Welsh Government implement the recommendations of the [Decarbonising Existing Homes](#) and affordable housing Reviews without delay, while also ensuring the true intentions of the recommendations are met and not watered down due to capacity limitations.

- Contributed to [Community Housing Cymru's Housing Futures work](#).
- Supported work on arts and housing with the Arts Council for Wales and Trevallis housing association on the Trebannog estate.

- Developed a partnership on cohesive communities with United Welsh housing association through my Art of the Possible Programme (see Purpose 3 below).
- Provided advice to Coastal Housing Association on how they could use our Future Generations Framework in planning design and build. They have been awarded [funding](#) to build Passivhaus standards using locally sourced materials.

Click [here](#) for the recommendations in my Future Generations Report on housing as a basic human right.



“At Cartrefi Conwy, we have been extremely fortunate to enjoy the avid interest and support of the Future Generations Commissioner in regard to our work with our tenants and the wider community.

We have recently carried out two major community regeneration projects with the aim of improving the overall quality of people's lives on our estates. Both have subsequently achieved 'Green Flag' status - a first in Wales! The Commissioner attended the opening of the Tre Cwm estate in Llandudno. Before cutting the ribbon, she announced "If I could bottle and use what Cartrefi Conwy are doing for their communities, Wales would be a much better place now and in the future." What an accolade!

The Commissioner and her team are always supportive and inspirational - an integral element in helping us to strive for a better Wales for now and the future generations.”

Bill Hunt, Chair Cartrefi Conwy

A perspective on housing
from Ashley Bale, participant in my Future Generations
Leadership Academy.

“ *There is no better time than today to work on improving the fabric and standards of current housing, through a bold and innovative approach. Wales is a beautiful country and has an abundance of natural resources - sourced from solar, wind and tidal.*

One area that has been not enormously developed, not just here in Wales but across the rest of the UK is the development of the next generation of housing and the redevelopment of existing dwellings to encompass the latest technological advances and breakthroughs.

My vision for the future of housing is green, clean and autonomous. Providing a safe and adaptive home that enables its occupants to live fulfilling, empowered, longer and healthier lives.

I have already observed fantastic actions taken by registered social landlords across Wales to develop new SMART, sustainable housing, while also retrofitting, and upgrading existing dwellings with the use of the latest technologies. We need a collaborative movement, sharing of experiences and knowledge, to support the development and scalability of sustainable SMART housing for the future generations of Wales. ”



Credit: Coastal Housing

How has the Act and our work already made a difference in housing?

Examples of impact include:

- Welsh Government’s Innovative Housing Programme (£90 million funding) now formally states that its aim is to ‘increase the supply of affordable housing as part of the 20,000 additional affordable homes target in a way that aligns the design and delivery of affordable housing with the seven goals of the Well-being of Future Generations Act.’ The Technical Specification and Guidance also reflects these aims.
- **Welsh Government** will have a more future focused and wider vision for housing in Wales as a result of my Live Lab.
- **Swansea Council** have built 18 homes for social rent designed to the low energy Passivhaus standards, meaning they need very little energy for heating and cooling, helping to keep fuel bills low and help the environment. Construction created jobs, providing opportunities for apprentices and using local suppliers.
- **Cartrefi Conwy** housing association have a property and training subsidiary called Creating Enterprise which has started a ‘modular house’ factory in Holyhead, which uses timber to build homes in less than two weeks. The homes are low energy, which can save residents up to 90% in energy costs and through reducing heat loss there is a minimal environmental impact.



Credit: Coastal Housing

Credit: Coastal Housing



Credit: Coastal Housing

Cross-cutting theme – decarbonising our society

Tackling climate change and decarbonisation is a cross-cutting theme that has run through all of this work to help meet the goals, particularly a **Prosperous, Resilient** and **Globally Responsible Wales**.

My vision for a low carbon future is [here](#).

I have dedicated a lot of my time to help improve and speed-up the decarbonisation of our society as climate change is an urgent issue which will become even more of a challenge for future generations. Adapting to climate change is not enough, we need to address it.





In June 2019, I published a [Ten Point plan to fund the Climate Emergency](#) which suggests how Welsh Government's budget could increase investment in climate action, focusing on:

- Greater investment in active travel, public transport and electric vehicle infrastructure.
- Greater investment in a national housing retrofit programme – focusing initially on homes living in fuel poverty and those in social ownership could cost up to £1 billion.
- Wales becoming self-sufficient in renewable electricity by 2035.
- Increasing tree cover and the adoption of low carbon agricultural practices and re-thinking land-use practice.
- Ensuring that decarbonisation is a key principle and driver for decision making within planning, public sector procurement contracts and pension fund investments supported by a programme to train a carbon-literate public sector.

I was pleased to see an allocation of £140 million to support action on climate and nature in Welsh Government's 2020-21 budget, in line with what I proposed, and also an increase in funding for sustainable transport and active travel.

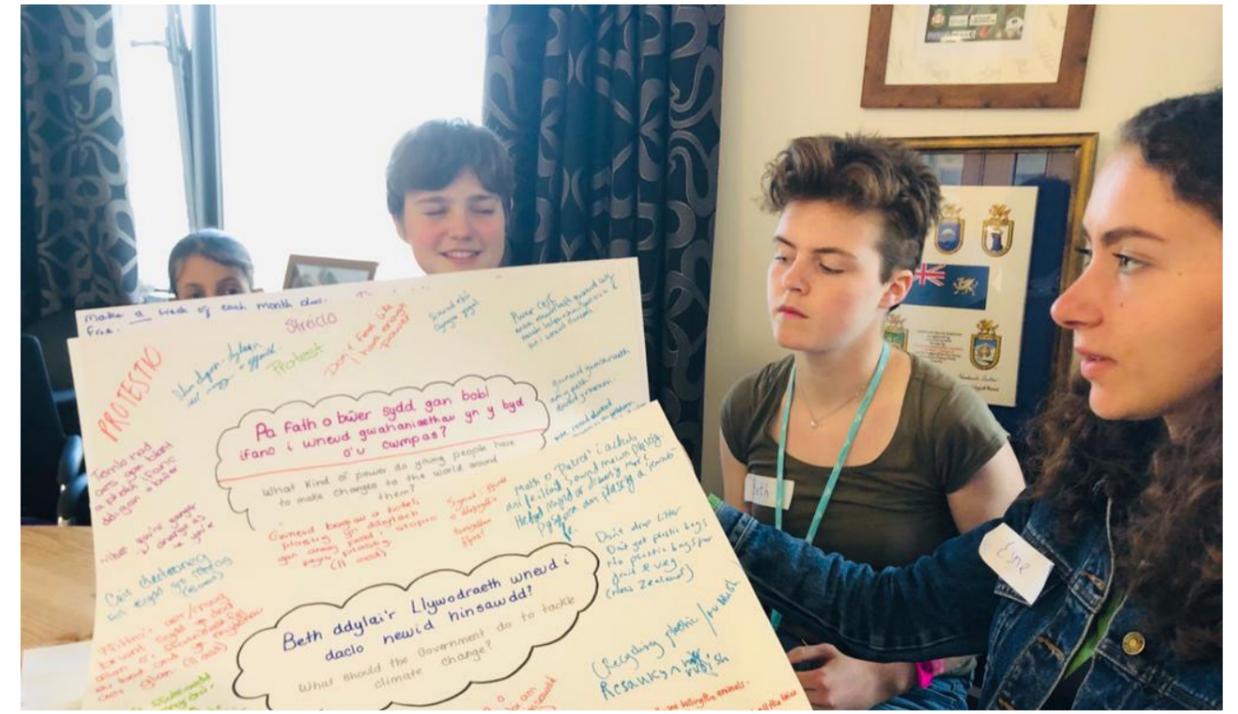
I have collaborated with a range of organisations including the [UK Committee on Climate Change](#) and stakeholders representing community energy, environmental groups, the [Centre for Alternative Technology](#) and academics, and have worked in partnership with the [New Economics Foundation](#) and [Social Finance](#) to inform the work I have done on decarbonisation of transport and the budget. They have been able to provide expertise in areas such as carbon impact assessments to highlight how Welsh Government can improve their budget process to support the climate emergency. I will continue to work with these organisations to monitor the budget to ensure it is line with their policy ambitions.

Click [here](#) for the recommendations in my Future Generations Report on climate change and decarbonisation.



Since the start of my term, I have advised public bodies that we need to see clear action and allocation of resources to match the new targets introduced by the Environment (Wales) Act. I have supported, challenged and provided forums for practical sharing of good practice to assist public bodies, specifically:

- Advised and supported Welsh Government's decarbonisation team to embed the Well-being of Future Generations Act into their decarbonisation programme.
- Ensured the advice provided by the UK Committee on Climate Change is in line with the Well-being of Future Generations Act.
- Engaged a range of stakeholders, and in particular young people, to inform my work.



A perspective on decarbonisation
 from Gabriella Nizam, a participant in my Future Generations Leadership Academy.

“ In a world where our climate is changing at rates unbeknown to humankind, we have no other option but to be resilient. For any person, particularly those beginning to carve out their paths both personally and professionally, that resilience is fundamental to success... To me, this encompasses greater investment in green energy, from more offshore windfarms like Gwynt y Môrto, to agrivoltaics, which aims to develop symbiosis between solar voltaics and the use of land for farming. A resilient Wales doesn't firefight, it tackles the root cause of its problems. The health and longevity of our planet is in our hands, we are all responsible for the actions we take. We need bold and brave leaders. I want to see people prepared to question the status quo and follow through with action. We don't have time to waste. ”



How has the Act and our work already made a difference in tackling climate change?

Examples of impact include:

- **Increased allocation - £140 million on climate and nature in the Welsh Government budget**
- **Town councils like Machynlleth and local authorities including Carmarthenshire** declared climate emergencies in 2019, closely followed by the Welsh Government becoming the first government in the world to do so.
- **Transport for Wales & Metro** committed to 100% renewable electricity for all stations with half of this energy being produced in Wales, and the electrification of 172 km of track on the Core Valleys Lines.
- **South Wales Fire and Rescue Service, Caerphilly and Conwy councils** have rolled out solar panelling on their own buildings and community buildings like schools.
- **Natural Resources Wales** should be commended on their efforts to be a carbon positive organisation. This is an area where they have led the way through their Carbon Positive project which is being rolled out to other public sector organisations.
- **Monmouthshire County Council** have developed a solar farm on council-owned land in Crick that has the capacity to generate enough electricity to power around 1,400 homes. It will also save over 2,000 tonnes per year of CO2 by generating clean, renewable energy and Riversimple are preparing to run a 12-month trial of 20 hydrogen-fuel cell cars in Monmouthshire.
- Following advice to all Cabinet Secretaries, decarbonisation has been added as a sixth priority area in [Prosperity for All](#).

People and their resilience

My priority areas also focus on people and their resilience as a major contributor or inhibitor of well-being in Wales, especially in terms of skills, health and wellness and the prevention of harm to children (Adverse Childhood Experiences).

Preventing Adverse Childhood Experiences

Prosperous, Healthier, More Equal, Vibrant culture and thriving Welsh language, Cohesive Communities.

My vision for a Wales without Adverse Childhood Experiences is [here](#).

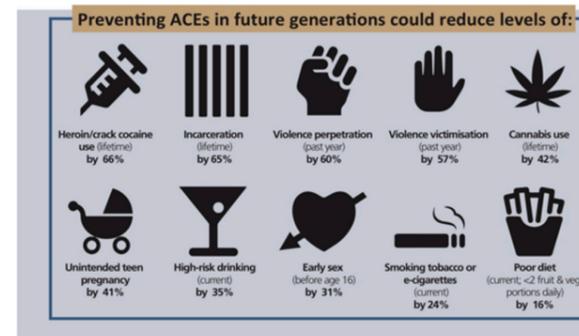
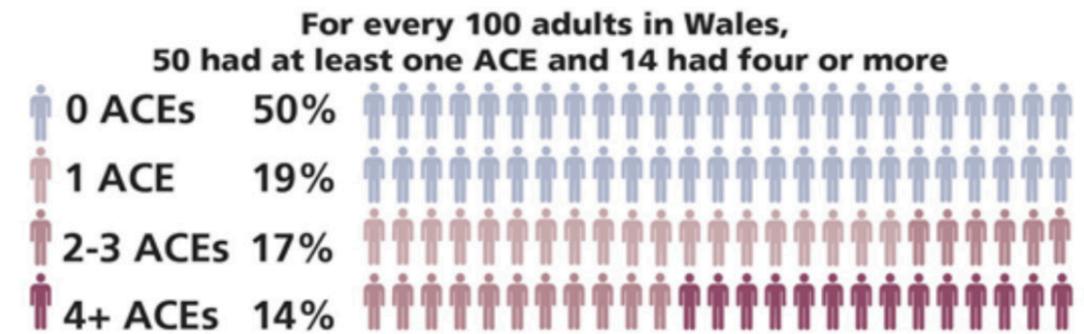
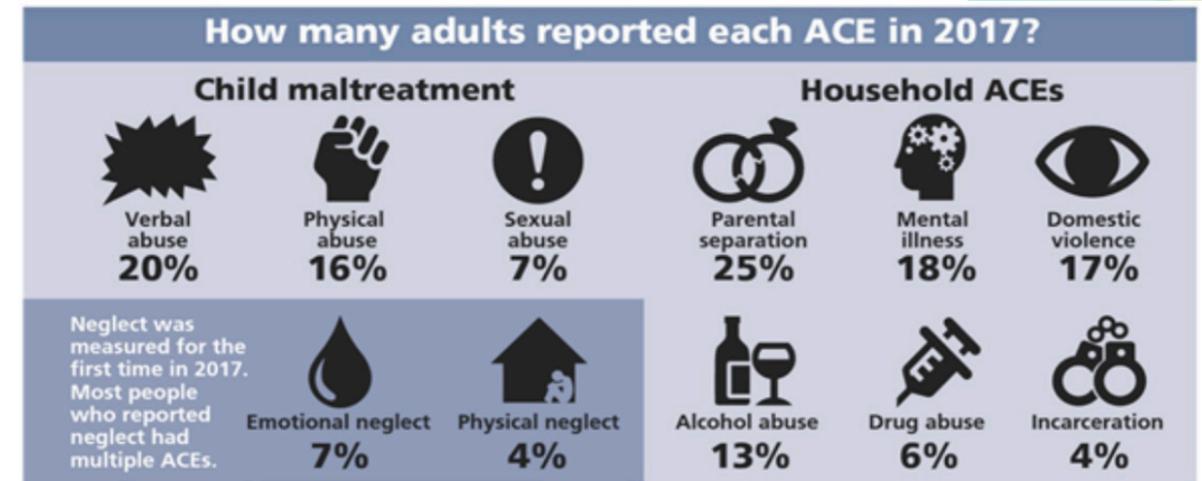
Prevention is one of the statutory ways of working and I recognise the impact that **adverse childhood experiences** (ACEs) early on in life have on people's life chances, society, the well-being goals and future generations. Preventing these from happening is key and where they have happened, and we need to prevent them from being passed on through

generations. These are complex issues. Many of our public services need to collaborate to make this happen as no one can resolve this in isolation. This fits in very well with the Well-being Act which introduces a duty on public bodies to collaborate, integrate services and take a preventative approach when making decisions.

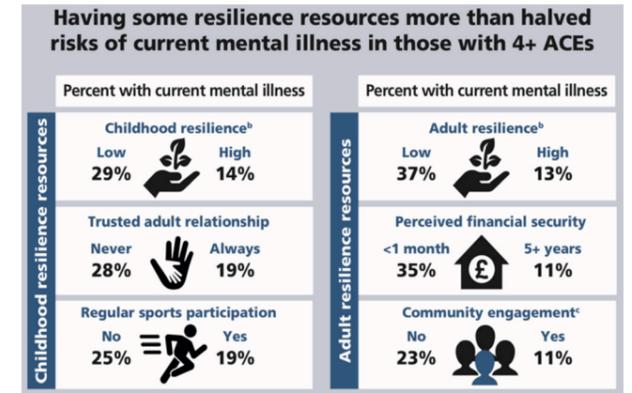


Credit: Early Action Together

There is already a wealth of research being undertaken on ACEs by Public Health Wales and others. My focus has been to help raise the profile of ACEs within the public bodies and Public Services Boards that come under the Act and to help them make the connections with other policy issues such as housing, equality of opportunity, community safety, the local environment etc. I have also supported the development of the [ACE Support Hub](#) which is focused on driving institutional change.



Credit: Public Health Wales



Public Services Boards have an important role to play to encourage collaboration and integration. In July 2019, I delivered a pilot Live Lab on ACEs with Cwm Taf PSB. The 30+ attendees from services across the Cwm Taf area used the Act and the five ways of working to challenge themselves and their thinking. The process explored what is working well, challenged perceived barriers and identified ways of moving furthest forward fastest, so as to enable system-wide change in relation ACEs and related services. At the end, the group proposed the following priorities:

- Ensure communities understand and define for themselves their role in providing safe, stable nurturing relationships, environments and services.
- Work with the Regional Partnership Board and other commissioning bodies to understand and implement the right measures so that service behaviours will change.



“One of the most powerful things has been about this is the wonderful combination of intellectual rigor and doing and has accommodated a lot of different learning styles and today we have pinned down exactly what we are going to do.”

Kelechi Nnoaham, Director of Public Health, Cwm Taf University Health Board

I am working with Cwm Taf Public Services Board to follow-up the outcomes agreed in the Live Lab, and I am also making the connections between reducing ACEs in other areas of my own work – for example, the advice I am providing to public services on health system change, skills for the future, housing and government spend where I want to see more funding for prevention.

Click [here](#) for the recommendations in my Future Generations Report on Adverse Childhood Experiences.



A perspective on ACEs from Alexandra Fitzgerald, a participant in my Future Generations Leadership Academy.

“14% percent of adults in Wales have experienced 4 or more ACEs. The difference between a child, who has not had an ACE, and adult that they grow up to be are astonishing. Adults who experienced 4 or more ACEs are 14 times more likely to become a victim of violence and are 20 times more likely to have been incarcerated at any point in their lifetime. 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.”



How has the Act and our work already made a difference on ACEs?

Examples of impact include:

- The ACEs Hub is moving from raising awareness to driving institutional change. I have helped them scope this work, key elements of which include embedding and sustaining trauma-informed practice across public services, and communities.
- Thousands of professionals, community volunteers, sports clubs, youth workers and the youth offending workforce have received training, and a third of all schools have been trained through awareness campaigns. This significant improvement in awareness of ACEs is in a large part down to the work of the ACE Hub.
- **Public Health Wales** has a well-being objective to 'build capacity and support system change, to protect and improve health and reduce inequalities to embed ACEs informed working'. They have developed a partnership with **Community Housing Cymru** to identify approaches to ACEs in housing and develop work on ACEs and homelessness.

Skills not just for work, but for a life well-lived

My vision to equip people with the skills not just for work but a life well-lived is [here](#).

Education and the opportunity to develop the right set of skills is one of the most significant determinants of life outcomes including health and life expectancy. While the topic of 'skills' appears most frequently in objectives and steps set by public bodies, in the majority of cases, these objectives seek to meet the demand of the current economy and do not focus on improving wider social, cultural and environmental well-being at the same time. This narrow focus limits the scope of what can be achieved, missing opportunities to improve skills in low-carbon industries, make sure available opportunities are equal to all and that learning improves people's health and quality of life.

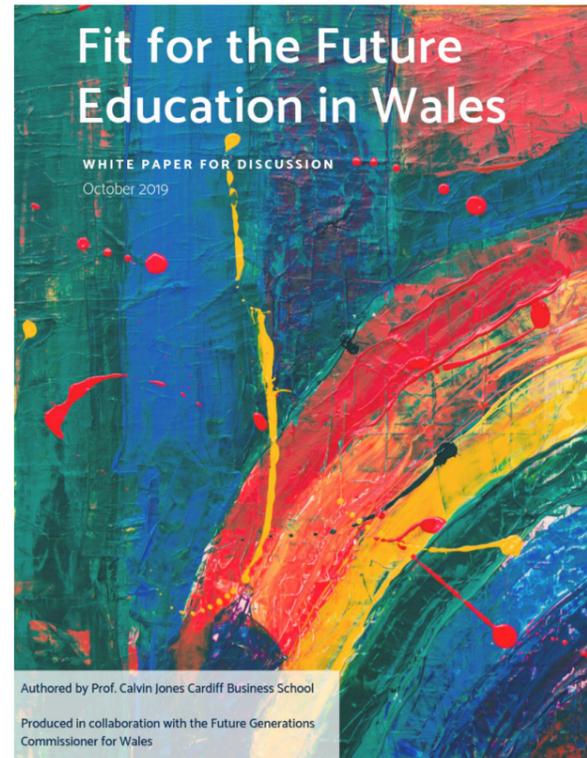
Engagement with children, young people and other stakeholders in 2018 helped me to identify that the new curriculum for Wales provided an opportunity to ensure our children, young people and future generations had the skills to manage opportunities and challenges.



Read more

Over the past year, I have worked with Professor Calvin Jones of Cardiff Business School to publish ['Fit for the Future Education in Wales'](#) – a white paper for discussion, timed during the consultation on the new curriculum 2022. During the project, I involved a wide range of people, holding stakeholder and inter-generational workshops to consider what parts of Wales' educational structure are already fit for future purpose, those which need to change – modestly or radically – and whether anything should be wiped away or indeed invented whole. The white paper, which was published in October 2019, calls for:

- Learning to be created and delivered in partnership with businesses, charities and others.
- A radical re-think of qualifications at age 16. GCSEs are no longer fit for purpose and should reflect the aspirations of the *Curriculum for Wales 2022*.
- Assessments that focus on diversity and are centred around pupils not testing, providing greater academic value and benefit.



As well as looking at compulsory education, our report also considers the impact of automation and the changing world of work, producing an element of the 'journey towards a prosperous Wales' on ['Skills for the Future'](#): encouraging organisations to develop a skilled population, fit for future technological change."

At this time, I was a member of the expert panel for the Review of Digital Innovation, commissioned by Welsh Government. Chaired by Professor Phil Brown, the Review informed my wider work on 'Skills for the Future' and I support the recommendations of the [final report](#), published in September 2019.

And the response to my White Paper has been positive

"This report is a very useful contribution to the debate about how to maximise the impact of the education reform agenda in Wales. It exposes some of the opportunities and risks and invites fresh thinking about possibilities...."

A thoughtful read."

Mick Waters,
 Chair of panel for
 'Schooling re-imagined'



I continue to advise Welsh Government and Qualifications Wales as they implement the new curriculum for Wales and consider the method of assessment for pupils at age 16. The Education Minister has announced a review into 'Schooling Re-imagined', which provides an opportunity to consider how education and schools can have a wider impact on well-being for current and future generations.

Regarding post-compulsory education, the Commission for Tertiary Education and Research will be in place from 2022, providing a significant opportunity to develop a long-term vision for post-16 learning. Regional Skills Partnerships will need to take a more future-focused and integrated approach with local public bodies and Public Services Boards, to set the ambition of the new Commission into reality.

I have also provided support to related bodies who are not covered by the Act but are important to driving progress in these areas. For example I have:

- Provided advice to Coleg Cambria on embedding the Well-being of Future Generations Act in their work. They have now used this to develop a Future Generations Plan setting out how they will contribute to the well-being goals.

- Provided advice and support to the [Regional Centre of Expertise Wales](#) and the Welsh Universities' Future Generations Group, who have used the Act to create a 'hub of expertise' for education on sustainable development across eight universities in Wales so far.
- Provided support to University of South Wales, Cardiff, Bangor and Swansea Universities in the form of lectures for their students.
- Involving business leaders in my work at events such as the National Training Federation for Wales annual conference and Regional Learning and Skills events; working with [Constructing Excellence in Wales](#) on a number of events, resulting in the construction sector asking to be the '45th body covered by the Act,' and working closely with Business in the Community, promoting the Act through their membership.
- Provided contribution to the Institute of Public Policy Research Scotland, framing the debate around the Act, on their recent report: "[A 21st century skills system for Wales?](#)"
- I have also worked with the [National Academy for Education Leadership Wales](#), a small independent organisation established by Welsh Government to bring clarity and coherence to education leadership. As a result of my input, leaders have an understanding of the Act and how they can contribute, as this blog by [an](#)



[associate](#) describes, and they have framed both of their 'calls to action' on the Act. The first published study asked 'How can leaders enable high quality professional learning opportunities that improve well-being and achieve better outcomes for all?' And the second call to action is framed around a well-being goal: 'What is the role of educational leadership in realising the vision of a Wales of vibrant culture and thriving Welsh language?'

It is worth noting that of the 345 well-being objectives published in 2018 by public bodies and public services boards, 111 relate to skills and a workforce for the future – the highest number across my areas for change.

Click [here](#) for the recommendations in my Future Generations Report on skills for the future.



A perspective on skills from Helen Atkinson, a participant in my Future Generations Leadership Academy.

“As we embrace technology and automation, it brings a challenge for our workforce and for our citizens – it could cause people to feel that their skills are no longer relevant or that they are under prepared for their role. I want to see a Wales where people do not fear change and advances in technology, but instead feel equipped to run with it. I'm excited by the changes to the curriculum that are being brought in as I believe they will provide our students with transferable skills that can be used not only in their studies but also in the world of work. The opportunity for young people to get engaged with social action will provide them with the softer skills such as empathy, communication and creativity that are needed in all roles. It will also provide them with the chance to experience volunteering for a cause that they are passionate about and encourage them to make a difference in their community... Caring and having compassion is something that cannot be replaced by automation and will always have a place in the world.”



How has the Act and our work already made a difference to 'skills for the future'?

Examples of impact include:

- The new *Curriculum for Wales 2022* has been designed with well-being at its core and to help us, as a nation, contribute to the national well-being goals. Included in the curriculum framework guidance is encouragement that schools and other education settings apply the five ways of working and seek to contribute to the well-being goals. The curriculum also takes a long-term view, placing creativity, digital skills and problem-solving in high importance, as these are skills we are predicted to need in the future because they are difficult to automate.
- A number of educational schemes are in development or already in existence that have been based on the Act, aimed at teaching children and young people eco-literacy, sustainable development and skills for a future Wales. For example, the [Black Mountains College](#) in Powys, [Sector 39](#) also in Powys and [Cymbrogi Futures](#) in Pembrokeshire.
- Many schools and colleges in Wales have adopted the ways of working in the Act to contribute to the national well-being goals. For example, many schools have joined the [Eco-Schools](#) global programme and introduced initiatives such as rainwater capture, school gardens and carbon-saving initiatives; some schools recognise the impact of adversity experienced in childhood and have placed prevention at the centre of their ethos; and others have recognised the long-term skills needs and put creativity and communication first.
- The Welsh Government-commissioned digital innovation review, 'Wales 4.0 Delivering Economic Transformation for a better future of work' (2019), recognises that the Act is the framework for developing Wales' economic and social response to the impact of technological change and automation, with recommendations aimed at Welsh Government to apply the Act and recognise the long-term skills needs of Wales.
- Further and higher education institutions are collaborating with public bodies, often through Public Services Boards, to provide opportunities for skills development and employment to local people.
- Many Welsh businesses have embraced the Act, employing local people, seeking to give back to their localities, reusing and repurposing materials, seeking to have low environmental impact, deriving their values and purpose from sustainability. Bluestone National Park Resort put it as simple as: "In short: try not to do anything today which our children will have to pay for tomorrow."

Shifting health spend towards prevention and keeping people well

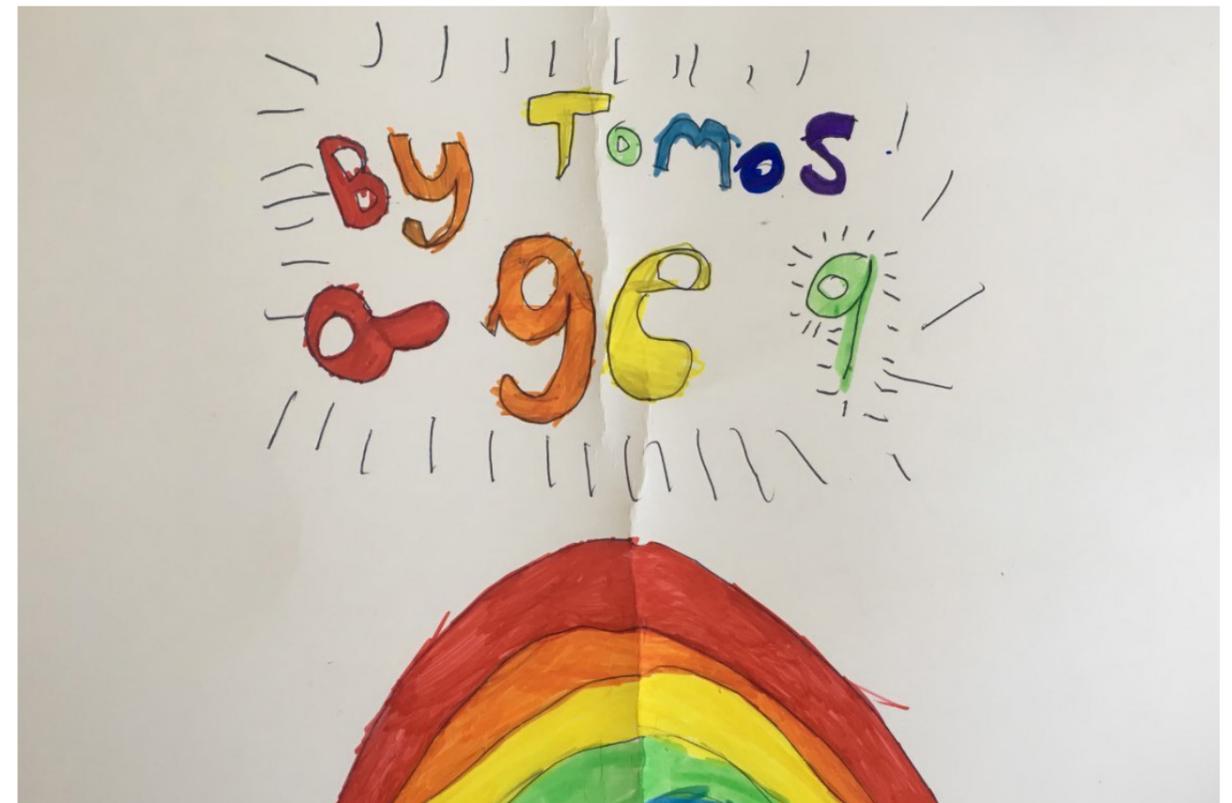
Good health is one of the main building blocks of wellness and opportunity and enabling people to live as healthily as possible has benefits and connections across all of the well-being goals.

My vision for a Wales where we have better ways of keeping people well is [here](#).

The majority of the Welsh Government budget is invested in the NHS, which largely focuses on treating people who are unwell, because of the pressures of demand and because the levers to keep people well are outside of the control of the NHS. The pressure on the NHS and the levels of ill health across our communities have been brought into sharp focus by the COVID 19 pandemic. Many services that support people's health are seeing disinvestment, for example, housing, community facilities, youth support (Cohesive Communities), employment and skills support (Prosperous) and support for a healthy natural environment (Resilient).

The increase in demand for health services is not sustainable and it's clear that it cannot continue, so there must be a shift to preventing illness and prioritising keeping people well.

Countries across the world are grappling with the challenges of unhealthy and ageing populations. I want us to use our unique legislation in Wales to have an honest conversation about what different investment is needed to increase health and resilience across our population, and to embed prevention across services, and eventually reduce demand on the NHS and other acute services.



Credit: Mary Mooney

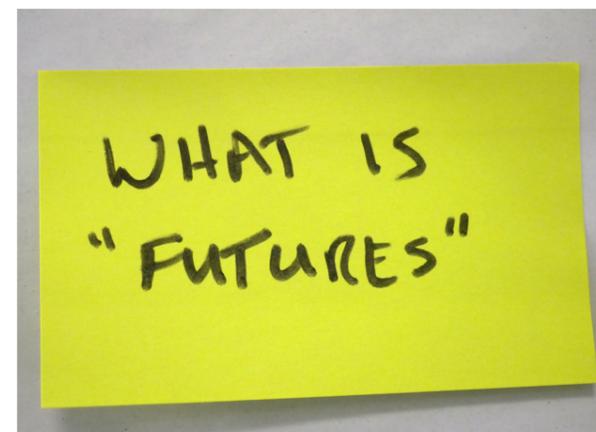


A key message from my **statutory monitoring and assessment of public bodies in 2019** is that the Welsh Government's approach to measuring and managing the performance of the NHS is frequently cited as a key barrier to change, not just for health bodies but for wider public services. I have advised the Government that they could do more to implement the Well-being of Future Generations Act by better aligning their performance measures, funding allocations and day to day interaction with health boards with the requirements of the Act.



My advice to Welsh Government in this area this year has continued to focus on how they can better align their management of the NHS to the long-term and preventative approaches that the Well-being of Future Generations Act aspires to create.

I have worked in partnership with **Public Health Wales** on a number of areas, including my Art of the Possible programme and our joint work on futures. I have also been engaged in the 'Building a Healthier Wales' work they have been leading for Welsh Government.



There is a long history of vision and strategy documents that set out the case for the system shift to prevention, but we are not seeing this play out in reality. Since the Act came into force, there have been some positive shifts to more preventative approaches, some of which consider the wider determinants of health, but the scale and pace of change is too slow and pressures on the NHS and other acute services are a ticking timebomb for future generations.

“ Your work really brought home the value of the Future Generations Act and Commissioner. Very encouraging to see many of the things which we've been calling for in England already happening in Wales **”**

The Health Foundation

Credit: Clementine mom
www.futuregenerations.wales

It is for this reason that I am considering how best to use my powers to drive change at the scale and pace that is needed. I am collaborating with a group of organisations with relevant expertise including **The Health Foundation, Bevan Commission, Public Health Wales, Welsh Local Government Association** and **Social Finance** to explore the most effective approach to take to ensure that Government adopts the national wellness system that I am calling for.

In addition to this I have provided support to related bodies who are not covered by the Act but are important to driving progress in these areas:

- Contributed to [The Health Foundation's](#) work in Wales, particularly in relation to the wider determinants of health and the role of local government.
- Provided advice and support to health bodies not listed in the Act including NHS Wales Shared Services Partnership and NHS Wales Infomatics Service.

- Supported the [Learned Society for Wales](#) work on planetary health
- Supported the work of the NHS Confederation for Wales, particularly in terms of highlighting examples of good practice in terms of the Well-being of Future Generations Act
- Worked with Wales Council for Voluntary Action to ensure the views of the voluntary sector are reflected in my work on health, including through the [Third Sector Support Wales](#).

Click [here](#) for the recommendations in my Future Generations Report on health and keeping people well.

Perspectives on health and keeping people well from Hayley Rees, a participant in my Future Generations Leadership Academy.

“I would like to see increased funding to support young adults’ mental health. From my own experience as a young adult, I found it difficult to gain the support I needed for an eating disorder which worsened in my early twenties. The specialist services that existed had extensive waiting lists or were capped for those under the age of 18. This meant that often, only those who could afford private services had a chance of getting the support they needed. Personally, I was encouraged by the amazing support offered by the voluntary sector, in particular by Mind Cymru who offered all kinds of support. I believe that strategies for personal mental health i.e. yoga and meditation should be included within the education system, which can support young people to look after their mental health throughout their lives.”



Perspectives on health and keeping people well from Bethany Roberts, a participant in my Future Generations Leadership Academy.

“I want to see a future where health is considered in its widest terms – physical, mental and social well-being, and not just an absence of illness. Improving health isn’t something health services can do on their own but needs the help of other organisations working with communities. When all sectors work together to combat one issue, such as with the current Coronavirus pandemic, more can be achieved to protect and keep people well, and support them should they become ill. I am passionate about the importance of prevention and where organisations from different sectors work together to prevent illnesses from developing. For example, by having organisations working together to improve housing now, we will have a future where homes no longer have damp and mould, resulting in children being less likely to develop lung problems.”



How has the Act and our work already made a difference in health?

Examples of impact include:

- **Swansea Bay University Health Board** are the first health board in Wales (and second in the UK) to achieve 'green flag' status at Glanrhyd Hospital. *"The more we do, the more we think we can do"*. They see the green flag status as a first step and are now looking at other green space opportunities, citing examples of Swansea's Botanical Gardens and a sensory garden at Morriston Hospital. Their Annual Report states: *"Since the Well-Being of Future Generations Act came into being, links have been forged with other bodies within Wales who are responsible for the stewardship of the natural environment."*
- Although not a named body under legislation, **Welsh Ambulance Service NHS Trust** is also embracing and applying the well-being of future generations principles.
- **Bridgend** has local community co-ordinators to help people develop their strengths, well-being and resilience by making connections with local networks and resources. During 2017-18, they received 116 referrals. One aspect of their work has seen support for people moving from managed care to more local and community-based support, a cost-effective approach which released £216,000 of social-work time to support other demands.
- The **Gwent Regional Partnership Board** are delivering a programme of transformation of health, social care and well-being support. Integrated Well-being Networks aim to develop a place-based approach to well-being, bringing together a range of well-being assets in communities that contribute to positive health and well-being.
- The new **I CAN Community Hubs** funded by the Welsh Government's Transformation Fund are community spaces which will open in Llandudno, Rhyl and Prestatyn. They will offer people a chance to talk through their problems and access the services and support they need. They will bring a range of organisations together under one roof to support people who are struggling with issues relating to mental health, drug or alcohol problems, relationship breakdowns, employment difficulties, bereavement, debt, housing and loneliness. They are supported by a network of volunteers and staff from support agencies, who will work closely with GP surgeries in the area to ensure that people receive the timely support they need.
- In **Powys**, the Regional Partnership Board are developing a new approach to promoting well-being. They describe this as a *"once in a lifetime opportunity to create an intergenerational multi-agency well-being campus which would include primary education, health, social care and supported accommodation"*.
- Woffington House in Tredegar was the first care home in Wales to sign the Digital Inclusion Charter for Wales and achieve the subsequent accreditation. Children from local schools go to the home to introduce digital technology. It is also having a great impact on people's well-being (residents and staff).

Cross-cutting themes – budget and procurement

Finance and procurement are two of the corporate areas for change in the Statutory Guidance issued by Welsh Government on the implementation of the Act. Public bodies are expected to use the Act in these specific operational areas, and I have chosen to focus on these two because the power of the purse remains a key factor in the implementation of any policy. I have made some proactive interventions that seek to improve the systems of finance and decision-making which underpin public services, as in times of austerity and Brexit we need to ensure that every penny we spend maximises its contribution to all four dimensions of well-being.

I could see that decisions in these two areas were acting as barriers instead of being opportunities to help achieve the well-being goals particularly a **Resilient, Prosperous, Cohesive Communities, Healthier Wales** and **Globally Responsible**, as they should.



The **Welsh Government budget** is the single biggest decision (or set of decisions) that is taken by a public body in Wales each year. As well as determining how public services are funded, the budget process and decisions send important signals about priorities across our public services and shows whether those priorities are shifting to realise the aspirations of the Well-being of Future Generations Act.

I have dedicated significant resource to monitor and assess the draft budget over three consecutive years and provided advice to Government and evidence to the National Assembly for Wales Finance Committee in 2017, [2018](#) and [2019](#).



A Briefing for Assembly Members

How the Welsh Government draft budget 2020-21 is taking account of the Well-being of Future Generations Act

December 2019



Traditional, siloed structures in Welsh Government (and other public bodies) are often not designed to enable an integrated approach to financial decision-making. Cabinet portfolios are often focused on driving a specific outcome and the way that the budget groups are still organised means it can be challenging for collaborative decisions to be made that take account of the causes and effects of key issues facing future generations.

The work that I have undertaken with the Welsh Treasury over the last two years, working with the [New Economics Foundation](#) and [Social Finance](#) has led to the publication this year of a [Budget Improvement Plan](#) which sets out what Welsh Government think that progress should look like in terms of the budget process aligning with the requirements of the Well-being of Future Generations Act.

This contains some positive actions. It is important that the Government sticks to its own timescales and encourages similar approaches in other public services that have important roles to play in relation to prevention, like local government.

Welsh Government should also set an example to public bodies by more explicitly showing how policies across departments are integrated, including demonstrating how the costs spent by one department are providing benefits or savings to another.

Budgets should be top-sliced for specific spending on prevention and allocated to be spent on meeting the cross-cutting priorities set by Welsh Government that reinforce their well-being objectives, overseen by the Minister for Prevention. 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.

Currently, opportunities are being missed to take a cross-government, coherent and evidence-based approach.

“The Committee welcomes the growing role of the Commissioner and her office in advising, assessing and challenging the Welsh Government’s progress in meeting its goals around the Well-being of Future Generations Act, responding to climate change and progressing towards decarbonisation targets. However, the Committee is concerned that the Commissioner believes there to be a disconnect between Welsh Government policy commitments and budget allocations, and that there is not yet evidence of systemic or transformational change.”

Scrutiny of the Welsh Government Draft Budget 2020-2021 report, Finance Committee,

January 2020

“I’ve met with the commissioner a number of times this year, and she’s quite rightly very challenging to Government in terms of her expectations as to how we can demonstrate the Act is being brought to life in the decisions that we make. So, I think that the Well-being of Future Generations Act has been at the forefront of our considerations and the way in which we’ve worked on this budget.”

Rebecca Evans MS, Minister for Finance (during scrutiny of the 2020-21 draft budget)

December 2019

New Zealand Well-being Budget

The New Zealand Government published their 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. The Well-being Budget does this in three ways:

1. Breaking down agency silos and working across government to assess, develop and implement policies that improve well-being.
2. Focusing on outcomes that meet the needs of present generations at the same time as thinking about the long-term impacts for future generations.
3. Tracking our progress with broader measures of success, including the health of our finances, natural resources, people and communities.

Working in partnership with Cardiff University, in 2019, I have undertaken research to better understand this, working in collaboration with Audit Wales, the Welsh Council for Voluntary Action, Wales Co-operative Centre, housing and procurement consultants. Although there is evidence across the board that public bodies are taking steps to apply the Act, the research has identified leadership involvement, resources and capacity, along with the complex landscape as challenges for procuring sustainably.

Credit: TransFair e. V.



There is also huge potential to contribute to the well-being goals via the £6.1 billion which is currently spent by the public sector in Wales on **procurement**. I have invested time to support the Welsh Government, but progress has been slow and disappointing. Despite some good examples, procurement policy and practice have not kept up with the new requirements under the Act and the extent to which Welsh Government and public bodies are developing contracts informed by the five ways of working and seven well-being goals is not consistent.



Credit: Hungry Young Man



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.

There is no clear national procurement strategy, process or support to share learning and drive improvement in line with the Well-being of Future Generations Act. And procurement is often seen 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.

In March 2019, I triggered my first **Section 20 Review** into the procurement practices of nine public bodies in Wales. [Section 20 of the Act](#) gives me the power to conduct a Review into how public bodies are safeguarding the ability of future generations to meet their needs through the well-being duty and by taking account of the long-term impact of their decisions. A Section 20 Review is the strongest use of my powers under the legislation. In light of COVID-19, I have paused the Review and will reassess the situation in September 2020 once there is less strain on the capacity of public bodies.

Click [here](#) for the recommendations in my Future Generations Report on procurement.

The five 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 of our finances, natural resources, people and communities.

Impact

This year my team and I have:

Framed debate and got the Well-being of Future Generations Act on the agenda. Made clear the level of ambition of the new Wales Transport Strategy and ensured that the WFG Act is a factor in the work of the South East Wales Transport Commission. Ensured prevention and decarbonisation is at the heart of strategic budgeting in Wales and proposed a new approach to exam assessment in Wales. Encouraged Welsh Government to adopt a placemaking approach within land use planning and beyond, and as part of a working group helped create a Placemaking Charter.

Encouraged discursive commitments from Cabinet Secretaries, Government and others on climate change (including the declaration of a Climate Emergency). I have continued to raise the importance of long-term planning within the health sector and continued to how the revised Welsh Transport Appraisal System (WelTAG) is monitored and scrutinised and flagged areas where further improvements are needed. Collaborated with a group of organisations to explore the most effective approach to take to ensure Government adopts a national wellness system. Welsh Government have committed to piloting Social Impact Bonds as an innovative way of financing preventative activities, as a result of my facilitation of a connection with Social Finance.

Changed the procedures for how numerous public bodies go about things as a result of my advice and assistance (detailed above), including how the Act is considered by inspection and professional bodies – for example the RTPI and the Planning Inspectorate for Wales. I have secured an increase in government funding towards tackling climate change and as a result of my letter to Welsh Government Ministers, ensured that it was added as a sixth priority in Prosperity for All. As result of my Housing Live Lab, the Welsh Government's Housing Department have changed their perspective and the way they work, by realising that they have a significant role to play in creating communities and new skills on futures thinking.

Secured changes to policy in relation to the decision not to build the M4 relief road. I provided decision-makers with credible evidence to challenge the M4 and added considerable weight to the debate. The National Curriculum for Wales 2022 has been designed with the Well-being of Future Generations Act at its core. I have also secured changes to the National Development Framework building on PPW10 with a strong narrative on the Act and a focus on the seven well-being goals including on low carbon, equality, and a reduction in poverty and influenced the recommendations of the Affordable Housing Review.

Influenced practical behaviour change in civil servants, Planning Inspectorate inspectors and in health professionals, including from the workshop we ran on Futures, and in how many individuals, community and action groups use the Act in their dealings with public bodies. I supported practical changes to encourage active travel and electric fleets in public bodies.

Purpose 2

Supporting and Challenging Public Bodies to use the Well-being of Future Generations Act

In the past year, to support others in the implementation of the Act and to promote the sustainable development principle, I have used my powers to:

1. Monitor progress towards well-being objectives and goals.
2. Create resources to help with the application of the Act, working closely with varied partners.
3. Respond to requests for advice and assistance from public bodies and other sectors.

Monitoring progress towards public bodies' well-being objectives

An important part of my duty as Future Generations Commissioner is to “*monitor and assess the extent to which well-being objectives set by public bodies are being met*” (section 18 of the Act).

This duty seeks to ensure public bodies are moving closer to their objectives and in turn the well-being goals.

I monitored and assessed how public bodies have been working towards a collective 345 objectives and many more steps under them. I analysed all of these objectives and countless steps and looked for common themes emerging. This was no small task and I do not think Welsh Government, or the Assembly, anticipated this number of objectives and steps to be monitored when they set up my office and my budget.

The methodology I developed combined self-assessment and peer reviews and was based on a [self-reflection tool](#). The assessment was followed by detailed individualised advice to each of the 44 public bodies on how to improve both the content of the objectives and to meet them quicker and better. This was a major undertaking, and my findings underpin many of the recommendations in my [Future Generations Report](#).

It has shown, for example, that the majority of public bodies have stuck to their core business and not yet considered how they could maximise their contribution to the seven well-being goals (alone or with others). Overwhelmingly, objectives

had the tone of improving the economic and social well-being of localities, with little emphasis on the environment or culture.

The overall findings were published in December 2019 in a report ‘[Progress towards the Well-being of Future Generations Act](#)’ and can be summarised as:

- There are some excellent examples of innovation that the Act is bringing about across Wales. However, public bodies need to consider and present a more coherent picture of how the organisation is collectively maximising its contribution to the seven national well-being goals.
- The Welsh Government has not sufficiently resourced the implementation of the Act.
- Progress is being made towards meeting well-being objectives in some areas, but there is variation in how public bodies apply the Act.
- More progress and pace are needed in the corporate areas for change.
- The quality of objectives and steps set in 2017-18 did not always meet the aspirations and the requirements of the Act.

Progress towards the Well-being of Future Generations Act

Overall Findings
October 2019

[Read more](#)

Overall, the feedback on the process has been positive. Although the timescales this time have not been perfect for local government.

“A really excellent and thorough piece of work...”

“We are using your feedback to develop our new Corporate Plan...”

“Useful summary of our specific and wider work.”

“Thank you for the feedback, it's very timely as we consider our next annual report..”

“We have reviewed the feedback with senior managers and been able to use it as a reminder that they've slipped or forgotten about a few things.”

“I like the personal approach and the overall sector findings”

“We're using the tool as we prepare our next annual report and the feedback is timely to ensure we can take account of it as much as possible”

“The Commissioner's report really encouraged us to look at the 7 corporate areas of change in a way we hadn't before. We already had a group set up, representing each area, but this gave us focus and helped culture change to filter down”

“The feedback was really comprehensive”

“Your tool was initially viewed as a “another thing to do” but has actually “provided a really useful framework for looking at things”

Progress towards the Well-being of Future Generations Act

Overall Findings
October 2019

In discharging these duties, I have worked closely with the Auditor General for Wales. Adrian Crompton, is charged by the Act with examining how the five ways of working are being used by public bodies. The complementary nature of our duties, in addition to the ethos of the legislation have led us to collaborate and develop parallel and complementary strategies to discharge our functions. As Audit Wales explains:

“In broad terms, the Auditor General must look at the way public bodies have planned and carried out their work, while the Commissioner must look at what they have achieved.

The Commissioner and Auditor General can help by focusing on the right things, setting consistent expectations and not over-burdening public bodies with monitoring requirements. Both also have a role in promoting good practice and supporting improvement. Our two offices have worked together closely to try to achieve this, but we recognise more can be done. We will continue to strengthen the coordination of our work in the next period.”

It is paramount to us both that we do not send conflicting messages to public bodies and that we drive the consistent, deep and right changes towards the Wales we want. To this end, my [Future Generations Report](#) is published in parallel alongside “So, what’s different? Findings from the Auditor General’s Sustainable Development Principle Examinations.”

Read more



Read more

Over time I, Audit Wales and the people of Wales will expect public bodies to be able to demonstrate how the Act is shaping everything they do. As we are now entering the fifth year of the legislation, we expect to see more public bodies adopting our advice and recommendations, moving towards making transformational change happen. The COVID-19 outbreak will prove challenging but also demonstrates the importance of having long-term strategies and a focus on prevention. As both our reports will be produced during the pandemic, we have both clearly set out that we did not expect an immediate response to these reports from public bodies and Public Services Boards until the crisis has passed.

Going forward, I will continue to work with the Auditor General for Wales to meet my duties and with the Audit Wales Good Practice Exchange to promote good practice and provide advice and assistance to public bodies.

Click here for the recommendations in my Future Generations Report on the culture change needed in [Government](#) and [public bodies](#) to implement the Act.

Providing advice

An important strategic decision in terms of the advice that I give, has been to select who to advise within my limited resources, to ensure I have maximum impact, stay within the boundaries of my statutory powers, and drive most efficiently the change that I want to see.

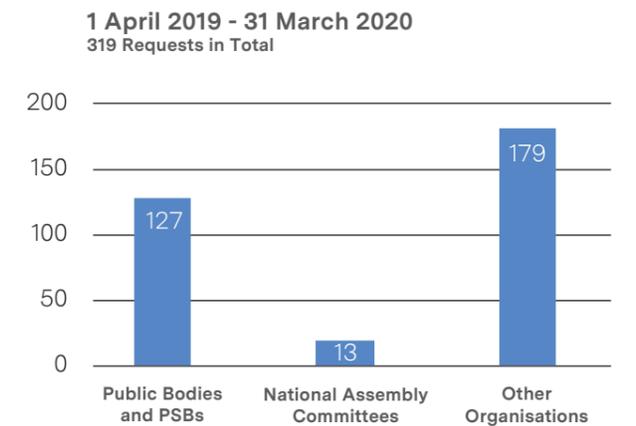
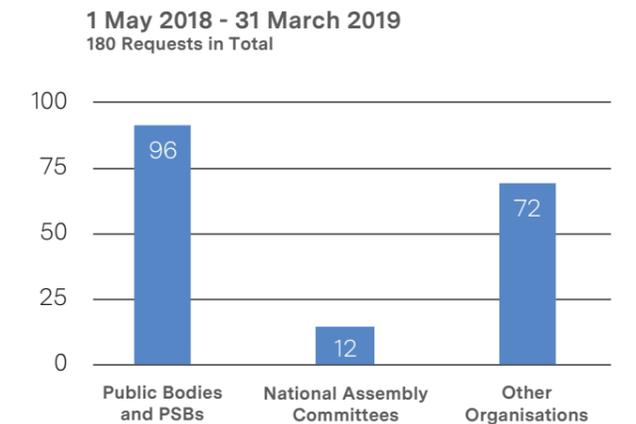
As well as providing advice on my areas of focus, I also respond to requests for advice and assistance, using the criteria below’.

Requests for advice are assessed against these criteria:

- Will this contribute to any outcome in my annual work plan?
- Is there a significant risk of us doing (or not doing) the work (in line with my strategic risk document)?
- To what extent could the request contribute to the achievement of the well-being goals or the Sustainable Development principle?
- Can we resource the work?

Over the last year, I have received over 300 requests from public bodies, Public Services Boards, National Assembly Committees and other organisations. Some of these requests are still in progress and over a half of the requests were able to be supported through signposting to resources, adapting my own guidance or through face-to-face meetings. Given my capacity I have also had to decline some requests as I could not meet the demand or because they fell outside of my areas of focus (see Purpose 1 above).

The number of requests for my advice has increased dramatically over the years (see the diagram below as an example), and my priority has been to support the 19 Public Services Boards and 44 public bodies that come under the Act and in particular Welsh Government who set national policies that impact on everyone.



My responsive advice falls in two categories: generic advice and tailored advice.

Generic Advice - Creating inspiring resources and guidance

To answer the majority of the requests that fall outside the remit of my criteria and to ensure the greatest number of people including the public bodies, Public Services Boards but also other sectors and individuals can find some of the help they need around the Act, I have been developing generic resources.

Art of the possible - Journeys towards each of the goals

The Act requires a new way of thinking about how our public services are delivered to meet the vision set out by the Act. In the early years of my term, I made it a priority to develop a range of resources and guidance that would help in this respect.

In addition to my suite of 'Future Generations Frameworks' which were looking at the new types of processes we needed in place, the next set of resources I produced, my **Simple Changes and Journeys** towards each of the goals, were more about the policy change we need to see alongside the process changes to be adopted – both fleshing out the vision in the Act.



[Art of the Possible](#) drew on the collective intelligence of people and organisations across Wales to explain and explore the practical implications for public services of maximising their contribution to each of the well-being goals. It offers a menu of gradual actions from simple to ambitious that public bodies should take, which my office will monitor over time, and highlighted the interconnections between the goals. They also contained a body of good practice and further resources which public bodies can use to demonstrate how their behaviours and actions are in line with the Act.

82 [Simple Changes](#) were published in November 2018 and the full '[Journeys](#)' followed in 2019.

The partners in my Art of the Possible Programme were:

- Arts Council of Wales - **Vibrant culture and thriving Welsh language**
- Fair Trade Wales & Hub Cymru Africa - **Globally Responsible**
- NHS Centre for Equality and Human Rights - **More Equal**
- Sport Wales - **Healthier**
- United Welsh - **Cohesive Communities**
- Wales Cooperative Centre - **Prosperous**
- Wildlife Trusts Wales - **Resilient**
- Interlink RCT - **Involvement**



In February 2019, I wrote to public bodies asking for an update with implementation of the Simple Changes. 30 out of the 44 public bodies subject to the Act responded. On average, 71% of the Simple Changes are already adopted or 'in development' across the 30 public bodies that replied. Approximately 12% are being considered for implementation in the future.

The Simple Changes under 'Involvement' and A Healthier Wales are the ones most public bodies have taken up, whilst the actions under Vibrant culture and thriving Welsh language have the lowest rate of adoption, indicating that perhaps public bodies are still finding it hard to think about the cultural dimension of well-being.

I will promote and encourage the use of my Journeys, which contain a huge body of ideas and evidence that can help Wales recover from the COVID-19 crisis.

It's early days, but the Journeys are already resulting in changes across numerous public bodies. Feedback has included

"The journey checkers look great, and the options look really interesting"

Conwy County Borough Council

"We have found these to be very helpful, in particular in providing practical examples around how best to implement the Act and also as a benchmark for understanding good/emerging practice. We have shared your Journey's with our Well-being of Future Generations Act Programme Board and have encouraged champions to share and use this resource with their colleagues across all of our Divisions and teams."

Judith Paget, CEO Aneurin Bevan University Health Board

"Following your presentation to Public Health Wales' Board in May 2019 we are implementing your challenge to move through the 'journey checkers' in the following ways: introducing them as a standing item in meetings; progressing sustainable procurement actions; consider how this work can be integrated into our programmes; and identifying opportunities to implement the steps through our Health and Sustainability Hub's work on climate change and decarbonisation"

Public Health Wales

How has the Act and our work already made a difference?

Examples of impact include:

- **Cardiff Council** plans to build a solar farm that would generate £21m of green energy over a 35-year period.
- **Natural Resources Wales** encourages appropriate exchange of employees both within Natural Resources Wales and with other organisations. Through the **Torfaen public services board**, they are contributing to the part-funding of an **Academi Wales** MSc secondee.
- **Pembrokeshire Coast National Park Authority** has published a Green Infrastructure Action Plan (which includes a guide and examples for green infrastructure) and developed a land use planning tool (part of a Nature Fund project at Castlemartin) to look at opportunities for connectivity.
- **National Museum Wales** has been involved in several community-focused schemes (like wildlife friendly gardens at St. Fagans developed by **Hafal, the Wallich** and **Innovate Trust**). The Graft Project at the **National Waterfront Museum Swansea** converted an unused space into a public garden, with horticulturally based courses for volunteers. At **Big Pit** the Coity Tip Trail was developed to provide short walks around an old waste tip from the Coity Pit, and to support wildlife, plants and natural habitats. Volunteers at the **National Wool Museum** created a natural dye garden and hold natural dyeing workshops. Research undertaken in natural sciences identifies the distribution of species in Wales, information which is disseminated to the public by a variety of means.
- **Powys Teaching Health Board** are looking to develop partnerships with charities and **Powys County Council** want to plant two trees for every tree fallen due to their activities.
- **Cardiff Council** are looking at ways to improve the health and well-being of employees. A number of policy documents relating to, for example, substance misuse, healthy eating and physical activity, menopause guidance have been created.
- **Public Health Wales** arranged a 'Lunch and Learn' session with Sanctuary Speakers to offer an introduction to the reality of seeking sanctuary in Wales and they are co-developing content for an e-learning module for all NHS Wales staff, which they hope will go 'live' later this year.
- **The Caerphilly 50+ Forum** has collaborated with the Parent Network on several projects, for example books for parents, children and grandparents through PETRA Publishing Community Interest Company and luncheon clubs.
- In **Cardiganshire**, the libraries work in partnership with schools and residential homes and day centres, making a centre hub to build better communities. The Education and Children's Services Department use an intergenerational approach in its work programmes like the School Holiday Enrichment Programme, supporting families and children during school vacations to cook healthy meals.
- The Substance Misuse Team have held 'Listening Events' with parents of disabled children together with young adults to understand what they need from the service.
- In **Rhondda Cynon Taf**, Ferndale care home residents visit the school and share activities with children, who in turn visit the care home.

- **Pembrokeshire Coast National Park Authority** have established an intergenerational forum the Pembrokeshire Youth Assembly and the Pembrokeshire 50+ Forum twice a year to discuss as dementia, mental health and falls awareness, and loneliness and isolation. Several day centres undertake regular sessions with local school children to hold joint sessions on history, cooking lessons and exchanges.
- **Powys Teaching Health Board** have a link with the Molo Health District in Kenya focused on improving maternal and new-born health.
- **Public Health Wales**, together with **Oxfam**, are delivering global citizenship training to Welsh health professionals.
- **South Wales Fire and Rescue Service** have, along with **University of South Wales**, devised academic programmes for leaders within the organisation called the Pioneer and Challenge Programmes, which look at challenges facing the organisation and the public sector in Wales and beyond.

Future Generations Frameworks

I have continued to promote and encourage public bodies and others to use the guidance and prompts in my 'future generation frameworks' to help apply the Act to [Infrastructure Projects](#), [Service Design](#) and [Scrutiny](#).

These Frameworks have formed a key part of the responsive advice and it is encouraging to see how their use is growing and already bringing about procedural and practical change.

Futures

Helping public bodies to think long-term and embrace a futures perspective is core to my duties and to what public bodies and Public Services Board need to do under the Act. In 2019, I published a specific resource, the **Three Horizons Toolkit**, in response to a growing interest within my office and public bodies to take a long-term approach and better understand future trends. [The Toolkit](#) has been developed jointly with Public Health Wales to help public bodies make decisions that stand the test of time. It is based on a model developed by Bill Sharpe and the International Futures Forum.



“ Just wanted to thank you for the workshop this morning. I found it really useful. I felt the structure of the workshop worked well and showed a practical way of using the 3 horizons model. I will definitely be using this approach back in Newport. **”**

Emma Wakeham,
 Newport Council

I have taken a ‘learn through doing’ approach to design this and have engaged with futures experts and practitioners from all over the World to learn about their work and its relevance for public services in Wales. Some of the people we have been involved made new connections with include the UK Government’s Office for Science and Dr Claire Craig CBE, who used to head-up their futures department; Futuribles, a futures think-tank in France; Bill Sharpe and Graham Leicester from the International Futures Forum; and Cat Tully, Co-Founder, School Of International Futures.

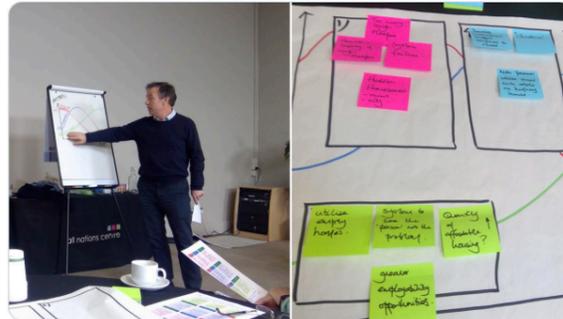
Eurgain Powell
 @EurgainHPowell

Great update on #futures at @futuregencymr team meeting this morning from Louisa covering the why and the how we can get better at #futuresthinking #3Horizons #learningbydoing: "the best way to predict the future is to create it" #WFGAct



Eurgain Powell
 @EurgainHPowell

Another great futures quote: "Futures is learning to love uncertainty" courtesy of Bill Sharpe and Graham Leicester who led the Three Horizons workshop where we discussed tackling homelessness #FuturesCymru2019



In 2020 and beyond, my intention is to put more of a focus on working closely with public bodies to help them use these resources, relentlessly working to inspire, advise and encourage public bodies to get Wales closer and closer to the achievement of the goals.

Tailored Advice

When queries are aligned with my internal criteria, I consider giving tailored advice which can range from a single tailored email to a full joint working exercise over several days called a Live Lab – see the sections on housing and Adverse Childhood Experiences in Purpose 1 above.

The majority of my advice falls in the middle - involving meeting an organisation several times and providing detailed advice on several drafts of a policy or proposal, like I have done in relation to planning, transport and housing to name a few areas.

The advice I have given to public bodies and Public Services Boards this year in my areas of focus includes:

- Advised Welsh Government on their drafting of the National Development Framework and the Local Development Plan Manual.
- Continued to engage with the Affordable Housing Review Panel following my challenge session with them in 2018.
- Provided detailed information, including information from our Live Labs; comments on [Healthy Weight/Healthy Wales](#), the new curriculum and relevant examples from my Art of the Possible Journeys; to promoting healthy living amongst pupils at Neath Port Talbot Schools Task and Finish Group.
- Worked with Welsh Government’s Major Events Unit to develop guidance on sustainable events and conferences, which is aligned with the requirements of the Act.
- Explained the Act and its provisions to the Fair Work Commission and provided written evidence to their inquiry.

- Supported Welsh Government’s gender equality review through providing information and advice on the alignment between well-being and equalities. Phase 2 of the review resulted in the publication of Chwarae Teg’s ‘[Deeds not Words](#)’ report and Roadmap for achieving gender equality in Wales.
- Contributed to the Ministerial Advisory Board on the Foundational Economy to support the Deputy Minister for Economy and Transport’s work on supporting the foundational economy and grounded firms in Wales.
- Met with Welsh Government and provided a written response on Wales’ environmental principles following Brexit and how my role and the Well-being of Future Generations Act fit within that framework.
- Carried out a Three Horizons workshop to enable thinking about the future for the Cardiff City Region Graduate scheme.
- Provided advice via a workshop on the development of the Government’s new Tourism Strategy.
- Facilitated the Government’s membership of the Well-being Economy Alliance.
- Provided advice to Tidal Bay Power on embedding the Act in their proposals for the Swansea Bay Tidal Lagoon scheme.
- Provided detailed advice to Natural Resources Wales on their new Public Participation Statement, following from my work with them in 2018 on ways to ensure that their work is clear, transparent and understandable to the public and there is clear evidence of how they take the Act into consideration in their decisions.

Detailed, innovative advice - Live Labs

As part of responding to requests for assistance from public bodies I have developed a model for extensive advice called a Live Lab.' This is my most detailed level of support I can offer which uses the Act, coupled with futures thinking and tools, to help public bodies explore the requirements of the Act, futures considerations and their consequences for developing new policies and practice.

I piloted my approach with Betsi Cadwaladr University Health Board in 2018 drawing on the contribution of external 'innovators'. The concept was further developed with two Live Labs this year - with Cwm Taf Public Service Board on the topic of Adverse Childhood Experiences in 2019 and refined further with Welsh Government's Housing Department to help them create a vision for housing within the context of wider place-making.

The feedback from these has been very encouraging and I will be looking to see how I can continue to use this model as part of my advice and assistance to public bodies, going forward.



Impact

This year my team and I have:

Framed debate and got the WFG Act on the agenda in relation to how we measure progress, futures and the need to think longer-term, on the difference between involvement and consultation. Highlighted the importance of leadership roles in relation to procurement to drive action towards well-being goals. Promoted and explained the Act to the Fair Work Commission (to ensure the links were made with the definition of 'decent' work in the Act) and gave written evidence into the Enquiry. Gave evidence to the Equalities, Local Govt and Communities Committee in December on the Local Govt (Wales) Bill provisions including reducing complexity and governance on public bodies, integrating this new legislation with the Act.

Encouraged discursive commitments from Government and public services. For example, my Live Lab with Cwm Taf PSB led to them challenging their thinking on ACEs and led to a renewed focus and commitments on key actions to be undertaken.

Changed the procedures in the ways that public bodies go about doing this, including how some of them have involved people. Supported the ACE Hub to move from awareness raising to institutional change – embedding a sustainable trauma-informed practice across public services. My first round of monitoring and assessing has also changed how some public bodies plan ahead and review progress against the seven well-being goals and their own well-being objectives.

Affected policy content and commitments in a wide range of corporate plans, management strategies and policies as a result of responding to over 300 requests for assistance. As a result of my advice over three consecutive years, Welsh Government Budget Improvement Plan sets out what progress should look like in terms of the budget aligning with the requirements of the Act.

Influenced practical behaviour change within businesses, communities and public bodies from the increasing use of my Future Generation Frameworks for Projects, Service Design and Scrutiny, and as a result of workshops on 'futures'.

Purpose 3

A Movement for Change

An important part of my strategy has been to build a movement for change within Wales, and which also reaches across the World.

First, nation-wide change needs to be cross-sectoral where a whole range of organisations and communities work together toward the vision in the Act. Different organisations are at different stages in their journeys. They have different views and practices around sustainable development and social responsibility in Wales. There are many beyond the public sector who have not yet considered the part they could play and the difference it could make, but there are some real champions too. I am seeking to be an honest broker and a connecting point between the different parts of society to help implement the Act further and deeper.

Partnership working

My Art of the possible Programme was a starting point in the development of many partnerships and collaborations over the reporting period. Over 250 organisations were involved in developing the Journeys specific to each aspect of the goals and demonstrating how organisations not covered by the legislation are also embracing its vision and principles. A key feature of the programme has been to convene anyone with an interest and ideas about how we could practically achieve the goals, and this has been inspiring and encouraging to see.

I have continued to dedicate a lot of my time over the last year to building partnerships within the public, private and third sectors, where people champion the Wales' approach to sustainable development and drive the changes needed. Not just with public bodies but within the private sector, academia and the voluntary sector. These have been integral in helping me engage more widely and help good practice to travel. I have recently signed a memorandum of understanding with Cardiff University and the Wales Council for Voluntary Action which aims to provide opportunities for development and collaboration between my office and the voluntary sector and academia. I also host a voluntary sector roundtable twice a year to share my work and encourage dialogue and integration.



Future Generations Leadership Academy

The need for strong and different leadership has emerged as a clear theme in my work and several recommendations of this Report relates to this. To address this issue, in December 2019, I launched my Future Generations Leadership Academy to ensure young leaders in Wales are progressively equipped with the necessary skills to face future challenges in our public services and beyond.



Future Generations Leadership Academy partners 2019-2020

- ARUP
- BBC Cymru Wales
- National Assembly for Wales
- Natural Resources Wales
- Principality Building Society
- Public Health Wales
- Scouts Cymru
- South Wales Police and Crime Commissioner
- Transport for Wales
- University of South Wales
- Wales Millennium Centre
- Costain
- Celsa Steel
- Simply Do
- Uprising Cymru

Ensuring we have the right leadership skills is essential for us to succeed in delivering the Well-being of Future Generations Act. During the programme the participants will challenge current thinking and collaborate with experts and decision makers on the most pressing challenges and I hope they will spread their knowledge during their whole careers in Wales and beyond. The programme will promote cross-sector collaboration by enabling existing leaders in Wales to connect with and learn from the next generation through approaches such as reverse mentoring.

A flavour of the advice I have given to other sectors includes:

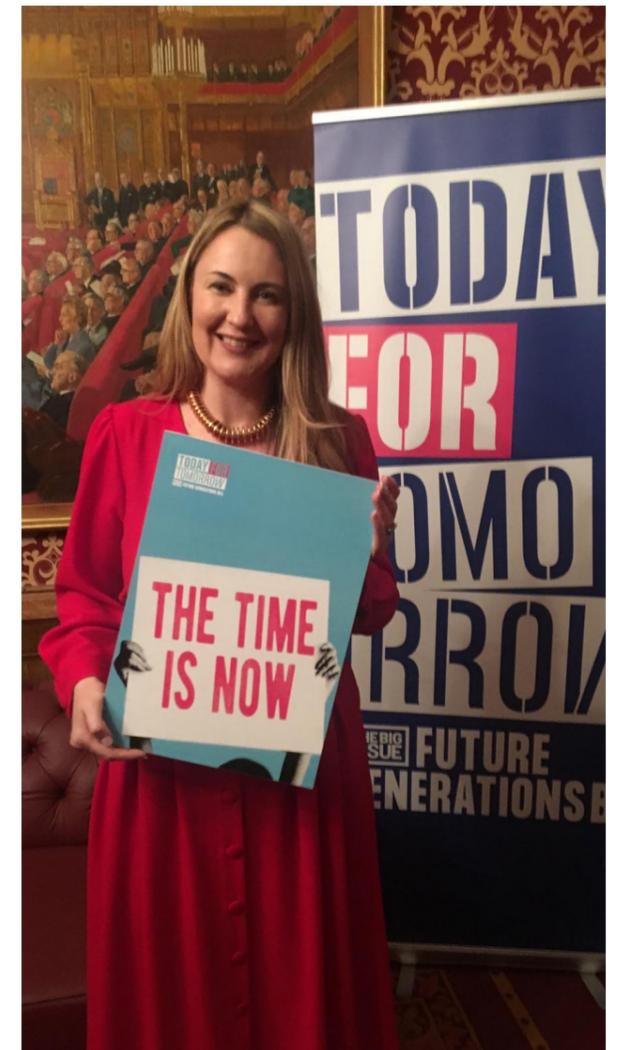
- Continued to work with Construction Excellence Wales to develop a commitment for the construction industry to implement the Act - they would like the construction sector to become the 45th named body under the Act and are already championing innovative approaches in line with the Act
- Supported early work with Circular Economy Wales to develop a mutual credit model based on the Sardex model in Sardinia. This has now received funding for development through the Government's Foundational Economy Challenge Fund
- Provided letters of support to multiple projects that met my criteria, including TriosS' research into climate change; Cardiff University's research into the environmental impact of schools and their Economic and Social Research Council bid on well-being.

This is not an exhaustive list.

How has this movement already made a difference in Wales?

Examples of impact include:

- **Welsh Health Specialised Services Committee, the NHS Wales Shared Services Partnership and Welsh Ambulance Service NHS Trust** don't fall under the Act but have shown tremendous enthusiasm for applying its principles.
- **Kingspan Insulated Panels** has set itself a target of becoming a Net Zero Energy company by 2020. It has already reached 75% of its target and its Holywell manufacturing site runs on 100% renewable energy. Supporting their contribution towards A Resilient Wales goal are other initiatives to maximise resource efficiency and send zero waste to landfill, all of which is also helping to increase manufacturing efficiency and profitability.
- Two Private Members bills mirroring our Act have been introduced in the Houses of Commons and Lords for a Well-being of Future Generations Act for the UK.



International impact

The Well-being of Future Generations Act remains the only legislation of its type in the world by setting out a legal obligation to carry out sustainable development. It is regarded as a leading example for others by the United Nations.

I have been truly amazed and proud at the reaction of organisations, governments and individuals across the world towards the Well-being of Future Generations Act. It continues to inspire and impact change internationally.

In the last 12 months, my team and I have met with many government officials and international organisations to highlight the work Wales is doing in relation to well-being and sustainable development. I have learnt from others and shared our work to better assist public bodies here in Wales.

These are some of the examples of how I have raised the international profile of the Well-being of Future Generations Act:

Taking Wales to the World...

- Continued to chair (since 2017) the Network of Institutions for Future Generations - a body of similar commissioners or bodies with responsibilities for representing the needs of future generations across the globe.
- Addressed the High-Level Political Forum at the United Nations to discuss the lessons we have learnt in Wales about 'leaving no one behind,' which I believe is a crucial principle to the Welsh legislation.



- Shared our unique approach with the United Nations Special Envoy on Climate Change and the UN Special Youth Envoy.



- Taken a group of delegates from Wales for the first time to the [One Young World](#) global forum. Our message was that we are the only country in the world to have legislated on behalf of future generations and that Wales values the views and ideas of our young leaders. One Young World have since committed to promoting the need for other countries to adopt similar legislation.



- In 2019, I addressed the Organisation for Economic Cooperation and Development 'Putting Well-being Metrics into Policy Action' conference in Paris to reflect on the various techniques and approaches on measuring well-being.

Sophie Howe @sophie... · 03/10/2019
 Jeffrey Sachs named as one of the top three global economists & Adviser to 3 UN Secretary Generals tells us "if you want to know how to do things look to the small countries" Wales is one of those countries getting recognition on a global stage @WelshGovernment @walesintheworld



- Addressed the National Assembly Futures Institute in South Korea to share the importance of thinking long-term. As a result of this engagement, I have furthered develop the foresight capacity in my office.



... And the World to Wales

- Met with the Committee on the Commissioner for Children and Young People, Legislative Assembly of Western Australia.

Future Gen Cymru @futuregencymru
 Thank you Helen Connolly (South Australia Children and Young People Commissioner) for visiting us to discuss the approaches you are taking to tackle childhood adversities and inequalities in Australia. We look forward to learning more from you. ccyp.com.au/helen-connolly/



- Met with Cornwall Council Leader and delegation to share approaches to well-being.
- OECD conference in Paris – learnt from practice around the world on measuring well-being to drive policy changes for future generations.



A summary of the impact of my international activities can be read [here](#). My international engagements are constantly reviewed. Where possible, I request virtual or digital attendance and I have successfully participated in a range of conferences and events this way. I also explore sustainable transport and accommodation options when I travel. My carbon emissions are offset annually.

In terms of the impact of the UK's withdrawal from the EU, whilst the direct impact on my own activity and outcomes is unlikely to be significant, our work aligns with Welsh Government Strategy to define and promote and take what Wales does to the World.



Impact

This year my team and I have:

Inspired, influenced and raised awareness of the Act across a wide range of people and organisations from front-line staff to leaders, communities and young people in Wales and beyond. I showcased Wales and the future generations legislation to international audiences and to MPs in the UK Parliament and helped to develop private members bill in the House of Commons and Lords. Created lectures and awareness in students in Bangor, Swansea, Cardiff and the University of South Wales, and worked with business leaders on the Act, working through networks such as Business in the Community. I represented Wales at the United National Higher Political Forum, the World Government Summit and One Young World and was named as one of the UK's top 100 ChangeMakers. In September 2019, I was a guest on Ed Milliband's popular 'Reasons to be cheerful' podcast, with an episode called: 'Back to the Future: representing the coming generations', helping share Wales' story to a wider audience.

Encouraged discursive commitments from public bodies on taking forward the Simple Changes and what actions they would commit to undertaking. Providing 'Journeys' from simple changes to 'leading the way' has given public bodies and others a framework against which to monitor progress. Worked with Constructing Excellence in Wales on a number of events resulting in the construction sector asking to be the 45th body covered by the Act.

Changed the procedures on how schools, colleges, community groups and others embed the Act in their work. Consultancy firms such as Mott McDonald and Arup have drawn on my Frameworks to design tools to ensure that their work contributes to full implementation of the Act.

Affected policy content and commitments by securing the Act as a key plank of Welsh Government's international strategy, and also influenced policy development on well-being in the UK, Canada, the United Arab Emirates and New Zealand.

Influenced practical behaviour change in a wide range of organisations from business, voluntary groups and education. Many Welsh businesses have embraced the Act, employing local people, seeking to give back to their localities, reusing and repurposing materials, seeking to have low environmental impact, deriving their values and purpose from sustainability. For example, Bluestone National Park Resort put it as simple as: *"In short: try not to do anything today which our children will have to pay for tomorrow."*

Purpose 4

Walking the talk and being the change that I want to see in others

This section is about my own organisational approach to sustainable development and highlights how I and my team have contributed to the achievement of the Act's seven goals and used the five ways of working. I hope this section also provides inspiration and develops understanding amongst public bodies and others of the practical steps they can take to meet the requirements of the Act.

Again, I have used the five ways of working and sought to maximise our contribution to the well-being goals. Although I attribute each story to a specific goal it's important to remember the integrated nature of well-being and the integration principle, which means that most of these activities contribute to more than one goal.

The summary below also meets my reporting duties under Environment (Wales) 2016 Section 6 biodiversity and ecosystems.

To walk the talk on a Prosperous Wales, this year I have:

- Continued to be a [real Living Wage](#) employer.
- Taken on a second apprentice and provided opportunities to students through paid placements.



Meet my new apprentice Rhiannon

Abby Dickinson @A_Dickinson_
 Really honoured to be representing @futuregenymru at the @sgilcymrucyf graduation as our former apprentice @hol_leslie celebrates the end of her apprenticeship. We've loved watching you grow Hollie and we all know you've got a massively bright future ahead of you.



- Given people opportunities to share and learn new skills through inward and outward secondments.
- Supported the development of skills within my organisation. Fifty percent of my current staff team have now become ILM accredited coaches.
- Supported independent businesses to provide our digital contents or our catering for example, [Yogi Communications](#), [Girl and Boy](#), [Celf Creative](#), [Cater Nature](#), [bigmoose](#), [Women Connect First](#) and [Green Shoots Catering](#).
- Looked for ethical supply chains when sourcing goods and services for our office - such as sourcing our personal hygiene soaps from an independent business [Cole and Co](#) who makes it in their Cardiff site with Welsh ingredients.

Eurgain Powell @EurgainHPowell

2 Skype meetings done by midday has let me connect with 30 colleagues already! Will have to get used to spending more time at my "home desk" & making the most of digital tech so we can keep working in these uncertain times #agile



- Continued with the enhanced pay deal for lower paid staff and salaries of the people earning above £40k were top sliced and paid into a well-being pot.
- Monitor travel, waste, electricity, water and gas in line with the UK Government's advice on measuring greenhouse gas emissions.
- Encouraged the use of public transport and active travel - over three quarters of my team routinely travel to work by public transport or active travel.
- In 2019-20, car mileage decreased by 52%.
- Continued to offset my emissions by making donations to Size of Wales and the Woodland Trust.
- Continued with our 'Anytime Anywhere working' policy in place since day 1. This reduces team need to travel unnecessarily and supports work life balance - it put us in a good position when adapting to home working as a result of the COVID-19 crisis.
- Continue to use [Ecotricity](#), to provide us with 100% renewable energy.
- Repurposed second-hand video conferencing equipment and regularly hold meetings via Skype, FaceTime and Microsoft Teams.
- Composted and recycling office waste and encouraging paperless working.
- Obtained most of my office furniture second hand from Welsh Government and local social enterprises. Any procured furniture was purchased in line with our policy value which is to 'consider value for money as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also a benefit to society, the economy, and the environment, both now and in the future.'

Perspectives on a Prosperous Wales

from Kimberley Mamhende (Centre for African Entrepreneurship) and Chloe Winstone (Principality Building Society), participants in my Future Generations Leadership Academy.

“ I am passionate about entrepreneurial support. By teaching people the skills of entrepreneurship - creativity, curiosity, problem-solving, strategic thinking, soft skills like communication and empathy - we will not only upskill Wales’ contribution to the UK and global economy, but we will create endless opportunities for the community. Entrepreneurship offers a long-term route out of poverty; especially to those in society that have experienced barriers to employment. By teaching the skills that allow entrepreneurial thinking, individuals will be able to better support themselves in an ever changing and constantly evolving world, with more support for independent and start-up ventures, allowing new doors to be opened for young people, especially those previously underrepresented.



Public bodies should support start-up businesses and enterprises by working with corporations like banks to formulate regulations that will allow people to explore a wide range of ideas and not limit them to ideas that are considered safe or traditional, to increase the number of business ideas that have the chance to come to fruition. There should be encouragement of funding bodies and finance providers to embrace green finance. This would mean that all loans or funding opportunities made available to businesses have a sustainable impact and/or other social benefit to society ”



To walk the talk on a Resilient Wales, this year I have:

- Provided detailed feedback on the environment and biodiversity to all 44 public bodies as part of my monitoring and assessing work.
- Worked with the Government to reform Planning Policy Wales ensuring that the new framework takes issues like a Resilient Wales into account.
- My intervention on the M4 Relief Road in which I used my powers to provide advice and challenge to the Government on the negative impact building this road would have on a Resilient Wales.
- Made the most of Cardiff’s natural green space to hold outdoor team meetings in Bute Park - weather permitting!

Hannah Johnson @hjohnson_grad

Setting up for a meeting in the park 🌿🌲 Well-being starts in the workplace 😊 #TeamFG



- Introduced a volunteering policy where staff are able to take time out to share their skills with the community and bring understanding back into the office to inform our work. This includes involvement in local environmental initiatives. A member of my team also organises weekend walks with bigmoose, using public transport to visit some of Wales’ beautiful landscapes, learn about the natural environment and boost physical and mental health.
- Promoted the ‘Seismic Wales’ podcast of which a member of my team is one of the hosts. This focusses on local, community-based initiatives with a strong focus on the environment, e.g. episode 14 with [‘Wildly Pip and dipping your toe in nature’](#).

Abby Dickinson @A_Dickinson_

#AnytimeAnywhere working with @futuregenymru means being at my mums house, looking after our dog and the builders doing the new bathroom, while dialling in to a walking meeting in Bute Park with the rest of the team. How lucky we are to have an organisation that works like this!



- I have engaged and supported participation and understanding within my team to embed biodiversity throughout decision-making at all levels.

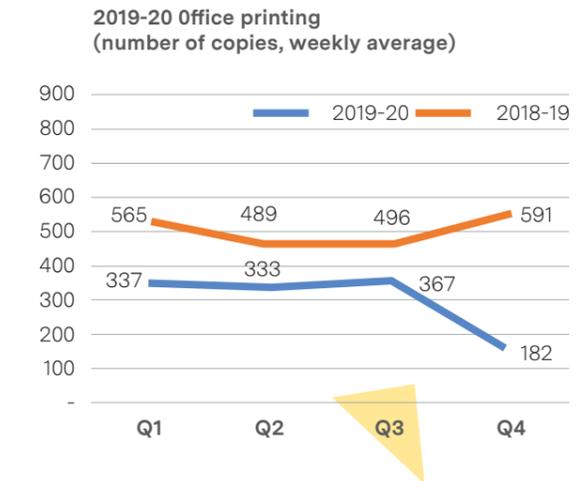
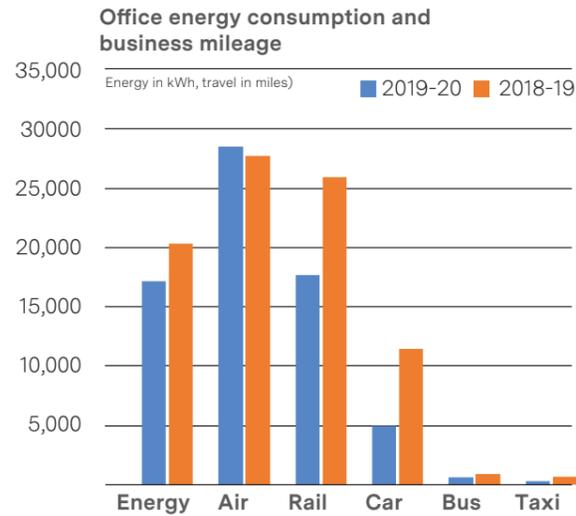
Seismic Wales podcast @seismicwales

Check out the birdsong in our latest episode with @wildlypip!

We caught up with her (before the lockdown) about how we can all enjoy nature this Spring.

Listen here or on your favourite podcast app: soundcloud.com/seismicwales/e...



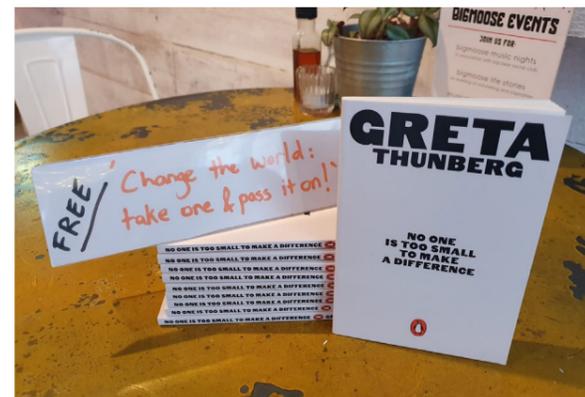


To walk the talk on a Wales of Cohesive Communities, this year I have:

- Supported our charity of the year – bigmoose social enterprise whose mission is to 'leave the world better than we found it'.



- Raised money to donate to homelessness charities, including the 'Tenner for Good' initiative.



- Opened up our office to other organisations for hot-desking or for meeting spaces.
- Established a staff volunteering policy – staff have volunteered with [Welsh Women's Aid](#), Scouts Cymru, a homeless shelter park run, and set up a walking club.
- Supported initiatives, such as [Beauty Bank](#) and clothes swap, to raise funds for our charity and to provide toiletries for people who are homeless or fleeing abuse.
- Established lunch-and-learn sessions to hear the real-life experiences of people for example domestic abuse victims, Fairtrade producers.
- Became the first employer in Wales to offer paid domestic abuse leave to staff – Welsh Government and Neath Port Talbot Council and the Children's Commissioner for Wales have now followed our lead.
- Established a clothing swap shop. We are in discussions with organisations on how we can work with them to provide clothing for people to help them into employment.
- Developed a community engagement platform which set my areas of focus and led to a partnership with Interlink to establish a second version 'The People's Platform' which has continued to inform the work of the office and this report.
- Worked with Welsh Government to diversify representation on my Advisory Panel to make it more representative of, and informed by, communities in Wales.

Perspectives on a Wales of Cohesive Communities

by Joshua Beynon and Elenid Roberts, participants in my Future Generations Leadership Academy.

“ I was born in a rural community where everyone knew one another as family or friends. Moving away from that area, things were clearly different. Instantly struck me that I don't know many on my street. We share the same amenities, part of the same community and wider society and it shouldn't be that way. Our communities should strive to be more in touch with one another. We are so invested in our own lives that we often forget we're part of a bigger picture, and together, we're much stronger. I want to be surrounded by open green spaces that blend urban infrastructure with open rural spaces that strike the best balance. This world is possible, our public bodies need to try something new.

My vision is public bodies work with communities where what matters to local people is at the forefront of the agenda, where strengths are built upon and weakness are supported and developed into strengths for the future. The door is open to these opportunities with this piece of legislation ”



To walk the talk on a Healthier Wales, this year I have:

- Continued to offer the 'anytime anywhere' approach to working hours. This has reduced our need to travel unnecessarily, allows us to spend quality time with our family and is highly dependent on trust in each other to deliver .



Worked at home this morning settling in Terry our new pup. Thank you @futuregenymru for our anytime anywhere working set up which allows me to do this. Next step office doggy day care...??? #Wellbeing



- Continued to offer a staff well-being fund that members of my team can access to support their well-being (this is funded by a voluntary sacrifice of salary increases by senior staff).

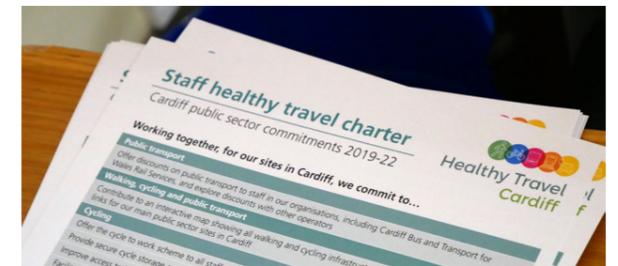
- Giving access to the office for Yoga classes for my staff and keeping them open to those who have left the organisation.



Thursday mornings in the @futuregenymru office mean office yoga! I feel so much better after that! #socialprescribingjanuary



- Worked with my team to describe our 'Well-being Promise', identifying and implementing well-being initiatives that are important to us. We hold a 'well-being huddle' to review progress and have a range of initiatives that are thriving include a running club, early morning yoga



(funded by the participants), an office choir and outdoor meetings. Provided lockers for staff so they can store their sports equipment to take part in exercise as part of their working day. These were procured from the [Ministry of Furniture](#) in Neath.

- We regularly hold walking meetings or have meetings in Bute Park.
- We have recently introduced female sanitation products for our teams through [Hey Girls](#) who donate an equivalent amount to help girls or women in need.



Abby Dickinson
@A_Dickinson_

Making the most of the weather by having a case study walking meeting with [@PetrankaMalche1](#) in Bute Park. Love working somewhere that promotes this kind of behaviour [@futuregenycymru](#)



To walk the talk on a More Equal Wales, this year I have:

- Continued to benchmark my workforce diversity profile each year against the national statistics and I am proud of the diversity of my small Team. Whilst 76% of my current staff team describe themselves as White Welsh or White British, the remaining 24% represent four other distinct ethnicities including Black Asian and minority ethnic and other European Union countries.
- Offered an enhanced package for maternity, paternity and adoption leave including six months full pay for maternity and adoption leave and 50% reduction of hours for full pay during the first month back.
- Involved under-represented groups through our newly developed People's Platform and events for Black Asian and minority ethnic stakeholders to ensure we capture the perspectives of people from all walks of life. [Diverse Cymru](#) and other under-represented groups have held events for us to feed into my [Future Generations Report](#).
- Continued to be a mentor for the Women's Equality Network.
- Created an accessibility fund for our Future Generations Leadership Academy to encourage participation from a wide range of backgrounds including those with disabilities or caring responsibilities.
- Worked with Learning Disability Wales, Royal National Institute for the Deaf and Royal National Institute of Blind People, I have sought to improve how we communicate my work and have used British Sign Language and Easy Read versions of my last two annual reports.
- Enhanced our special leave policy and our policy for supporting people experiencing domestic abus.
- I am trialling software to ensure my website is fully accessible for a range of impairments.

Perspectives on a More Equal Wales

by Joshua Beynon and Kirsty James, participants in my Future Generations Leadership Academy.

“Can we truly say that Wales is equal today? No, but can it be? Yes. Wales is a country full of ordinary people who do extraordinary things. and I see a Wales in the future where no matter the postcode that you live, or the place where you were born or from the people who bring you up, you have the same opportunities and equal chances as everyone else.”



To walk the talk on a Globally Responsible Wales, this year I have:

- Sourced toilet paper from [Who Gives a Crap](#) who help build toilets and improve sanitation in the developing world.
- Banned single-use plastic cups from the office.
- Used ethical suppliers where possible and minimised waste.
- Welcomed Jenipher Wettaka Sambazi in 2020 from Uganda who is a Fairtrade producer to explain first-hand how Fairtrade works in practice and on the ground, with Elen Jones from Fair Trade Wales.

- Encouraged others to contribute towards the United Nation's Sustainable Development Goals and worked with United Nations agencies and senior officials to promote Wales' unique approach.



A perspective on a Globally Responsible Wales

by Jonathan Grimes, a participant in my Future Generations Leadership Academy.

“Wales can be a responsible citizen and a driver of change in a world that is currently consuming the Earth’s resources at an unsustainable rate. For Wales to establish itself as a globally responsible nation, it needs to display ethical behaviours throughout its supply chains – for example, the All Wales Catering Service that is now procuring its produce to be local or Fairtrade. I would like Wales to be a partner that shares knowledge and delivers through fair practice. As a nation if we continue to recognise that we have a strength in our diversity, we have the opportunity to be the nation that people think of when they are asked to name the kindest country in the world both to its people and visitors alike. We can become world renowned for our “Croeso.”



To walk the talk on a Wales of Vibrant culture and thriving Welsh language, this year I have:

- Encouraged Welsh to be spoken without inhibition in my office - about one third of my team are advanced or proficient in the Welsh language.
- Appointed a Welsh Speaking Poet in Residence in 2019 in partnership with [Literature Wales](#). [Rufus Mufasa](#) is a bilingual performance poet who combines poetry with hip hop and rap.



- Supported my Team to share reviews and information about cultural activities through social media platforms. Culture and language offer the softer skills required for the creative thinking of the future.
- Spoke at the [Hay Literary Festival](#), [National](#) and [Urdd Eisteddfod](#) and have run activities with young people and other stakeholders.
- Promoted Welsh culture and language on the global stage including the first to person to speak Welsh at the United Nations High Level Political Forum, the World Government Summit and One Young World.



Eurgain Powell
@EurgainHPowell

Thank you Andrew & Dr Bike
[@cycletraining](#) for checking & servicing my bike today so I can keep riding safely to work [@futuregencymru](#)
[#HealthyTravelCardiff](#) [#ActiveTravel](#)





Perspectives on a Wales of Vibrant culture and thriving Welsh language by Molly Palmer and Gwenfair Hughes participants in my Future Generations Leadership Academy.

“ This is the one goal which really defines us as a nation. It shows our confidence in wanting to celebrate what makes us unique. Culture helps to express the things that are important to us. In a growing technological age, it is likely to become more influential as a way of supporting us in work and everyday life. Not only traditional Welsh culture but also a modern Welsh culture that celebrates the diversity of different cultures that exist within Wales today. Being able to express yourself in the language of your choice is also very important. We make sense of the world through our language and culture. They belong to us and therefore are worth celebrating. Now, more than ever, it’s important that we look at the things that make us unique, standing out from the rest of the world. Our culture and language should never be underestimated. ”



What will we do in the next 12 months

Highlight and act upon the key policy issues and challenges facing future generations - in particular supporting the COVID-19 recovery

The Well-being of Future Generations Act provides a guiding framework for how we should seek to respond in the short, medium and long-term to COVID-19 crisis. The Act allows us to make the right decisions, to help us shift towards a longer-term and preventative outlook on how we run our society and public services.

In the months ahead, working with the other Commissioners and organisations, I will provide advice and share examples of good and bad practice resulting from the outbreak. This is to ensure Wales continues to move towards the vision set out in the Act and does not move backwards in the aftermath of the pandemic. I will draw on recommendations in my [Future Generations Report](#), aiming secure support from Government and other stakeholders on the recommendations that are especially relevant to the COVID-19 recovery.

I will use our local national and international networks and research capacity to supplement the ideas and recommendations with practical examples and ideas of COVID-19 recovery approaches. And I will keep a watching brief on what other partners are doing (working directly with some) and be connected to what's happening on the ground to identify the good and the bad and work out what we need to retain and what we need to prevent becoming a 'new normal.'

As part of this, I will continue to drive forward progress and action on my areas of focus, in particular around the over-arching theme of well-being economy to call for:

1. An economic stimulus package that leads to job creation and supports the decarbonisation of homes, through building new low carbon affordable housing and investing in a national programme to improve the energy efficiency of existing homes.
2. Investment in better ways to connect and move people through improving digital connectivity, active travel and public transport.
3. Investment in skills and training to support the transition to a better future, creating new greener jobs.
4. Investment in nature and prioritise funding and support for large-scale habitat and wildlife restoration, creation and connectivity throughout Wales –including for natural flood defences, to implement the new national forest, and to ensure land use management and agriculture supports secure local food chains and distribution.
5. Investment in the industries and technologies of the future, and support for businesses that will help Wales to lead the low carbon revolution and lock wealth and jobs into local areas with investment in the foundational economy.

Government and public body governance is also an area I am keen to explore, to help drive an integrated and collaborative working culture in Wales that is fit for the future.

I have paused the work on my first Section 20 Review into the application of the Act in procurement, which I triggered in March 2020. The review will resume when it will possible to conduct it in an appropriate manner and when public bodies will have the capacity to respond.

Support and challenge public bodies to use the Well-being of Future Generations Act

I published my [Future Generations Report](#) before 5 May 2020, as required under the legislation, and will launch a fuller suite of related products later in the Summer. Due to the COVID-19 crisis, I will not be expecting public bodies to respond to it in the short term but will take stock regularly with the Auditor General when we can reasonably expect public bodies to be in a position to respond fully. In the meantime, I will be making it clear to Government that whilst I do not expect a full response immediately they must put in place arrangements to ensure that the advice contained in this report is taken into account where new policies are being taken forward - in the short term too.

I do not see the development and publication of this report as an end in itself. It will be an important legacy on which the work of my office will be based going forward, for the rest of my term of office and beyond - especially in relation to Wales' COVID recovery plan.

I will use the contents of the Report as a benchmark in the exercise of my monitoring and assessing duty, looking in particular at how my recommendations will be implemented. The key findings will be used to focus the advice I will give public bodies and Public Services Boards as well as help me select the areas for potential review under my Section 20 powers.

In the immediate months following publication of this report my focus will be on:

- Sharing its findings with the many organisations and champions who I have engaged with, to continue develop a movement for change around the Act and seeking the support of organisations big and small, voluntary, private and public across Wales.
- Helping public bodies embed my advice.
- Using the findings to bring together people from across Wales to provide ideas and leadership on how we can reform policy and services in light of the outbreak of COVID-19.
- Working with political parties to secure adoption of the recommendations in this report in their manifestos for the next Assembly Election.

I will keep track of public bodies' changing well-being objectives. Public Services Boards' annual reports are due out in July 2020 and I will finalise my approach to reviewing these. My team will continue to respond to requests for advice and assistance as best we can.

A Movement for Change

Through the activities above I will create a movement for change. I will continue involving and engaging people and partners which took part in the Our Future Wales conversation and seek to expand this network further in the coming years.

I will continue to deliver my [Future Generations Leadership Academy](#), which is due to complete its first year in October 2020. The programme will be delivered remotely to accommodate for the changing circumstances of COVID-19 and I have been pleased that many of the leaders within public bodies which had agreed to be reversed mentored, and remain committed to this arrangement despite the enormous pressures of COVID-19 on delivering their services. We have recently launched a paper for expressions of interest in partnering and participating in a 2021 programme. We continue to assess the viability of delivering a programme in light of COVID-19 challenge and will share further thoughts and announcements over the coming months.



I will promote and encourage the use of my [Journeys](#), and Future Generations Report that contain lots of ideas and evidence relevant to helping Wales recover from the COVID-19 crisis'.

And I will continue to champion Wales' approach on a national and international stage, to showcase our achievements and learning and bring back ideas that will support COVID-19 recovery.

Walk the Talk – be the change that I want to see in others

My team and I are committed to creating a **culture that has a positive impact** on us as well as in Wales and the rest of the world. The more ambitious actions set out in my Art of the Possible 'Journeys' will form the basis of this.

I will keep my organisational culture under review, particularly supporting my team who are now entirely working from home and in many instances having to balance work with home schooling children.

Want to get involved

I want to hear from and work with groups and individuals who have insight, expertise, ideas, concerns or lived experience on any of the above issues. Get in touch by email, twitter, letter, phone or via contactus@futuregenerations.wales or covid-19@futuregenerations.wales if you want to find out more, or sign-up for my regular newsletter.

Accountability report and financial statements

2015
Future Generations

2020
Changemakers

2050

Accountability Report

In this section I report on key accountability requirements to Welsh Ministers along the lines of a Directors' report that is prepared by a private company. These reporting requirements have been adapted to fit the public sector context.

My accountability report is required to have three sections: A Corporate Governance report, a Remuneration and Staff Report and a certificate of audit from the Auditor General for Wales who is responsible for reviewing my accountability report for consistency with other information in my financial statements and providing an opinion on the following disclosures within this report:

- Regularity of income and expenditure
- Disclosures on parliamentary accountability
- Remuneration and CETV disclosures for me and members of my senior management team
- Payments to past Directors, if relevant
- Payments for loss of office, if relevant
- Exit packages, if relevant and
- Fair pay disclosures
- Analysis of staff numbers and costs

Corporate Governance Report

Information on my governance structure and who is responsible for and influences what happens in my Office is set out on my website and in my Governance Statement. I am also required to disclose any significant interests held by me

and my directors which may conflict with our management responsibilities. A summary register of interests for me and my directors is available to view [here](#). Any potential or actual conflicts of interest arising during the year were managed in accordance with my [conflicts of interest policy](#).

Format of the accounts

My financial statements have been prepared in accordance with Paragraph 20 Schedule 2 of the Well-being of Future Generations (Wales) Act 2015 and any Accounts Direction issued by Welsh Ministers.

The Office of Future Generations Commissioner for Wales came into existence on 1 February 2016 with my appointment as the first Commissioner. These accounts cover the period from 1 April 2019 to 31 March 2020 and reflect the assets, liabilities and resource outturn of my Office. The financial statements that follow this report have been prepared in accordance with the Government's Financial Reporting Manual (FRM) issued by HM Treasury. The accounting policies contained in the FRM apply International Accounting Standards (IFRS) as adopted or interpreted for the public-sector context.

Funding

The Office of the Future Generations Commissioner for Wales is independent of, but funded by the Welsh Government. In 2019-20, £1.56 million was received to fund activities, a 5 per cent increase on the previous year (£1.48 million, 2018-19). I also received other income mainly from partnership activity to fund the Future Generations Leadership Academy, collaborative research projects, honorarium for speaking at international events on sustainability and well-being, and charges for advice, support and assistance. Full details are in Note 8 to my Financial Statements.

Results for the period

The Statement of Comprehensive Net Expenditure shows expenditure for the year of £1.598 million, a 5 per cent decrease on the previous year (£1.690 million to 31.3.19). The general fund balance as at the year-end dropped to £257,000 (£291,000 at 31.3.19). A reasonable level of reserves is retained to allow for any unplanned, urgent and important matters brought to the Commissioner's attention. Such additional costs are likely to be associated with legal proceedings and additional staff resources.

Complaints

My office did not receive any complaints during the period.

Disclosure of information to the auditors

So far as I am aware, there is no audit information of which the auditors are unaware and my team have taken all the steps that it ought to have taken to make itself aware of any relevant audit information and to establish that the auditors are aware of that information.

During the period no remuneration was paid to my auditors for non-audit work.

Statement of Accounting Officer's responsibilities

Under Schedule 2 of the Well-being of Future Generations (Wales) Act 2015, Welsh Ministers have directed the Future Generations Commissioner for Wales to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Future Generations Commissioner for Wales and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by Welsh Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis; and
- confirm that the annual report and accounts as a whole is fair, balanced and understandable and take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

The Commissioner is the Accounting Officer for her office by virtue of paragraph 18 of Schedule 2 to the Well-being of Future Generations (Wales) Act 2015. The responsibilities of the Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Future Generations Commissioner for Wales' assets, are set out in Managing Welsh Public Money published by Welsh Government.

As Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that Future Generation Commissioner auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.



Sophie Howe
Future Generations Commissioner for Wales
6 July 2020

Annual Governance Statement

Purpose

As Accounting Officer, I have responsibility for maintaining effective governance and a sound system of internal control that supports the achievement of my policies, aims and objectives, while safeguarding the public funds and assets for which I am personally responsible.

This Governance Statement follows HM Treasury Guidance. It sets out the governance structures for my office, and the internal control and risk management procedures that have been in place during the year ended 31 March 2020 and up to the date of approval of the Annual Report and Accounts.

The systems in place as outlined in this statement are designed to manage risk to an acceptable level rather than to eliminate all risks of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. Given the ground-breaking nature of the work of my office, I concluded that it is necessary to adopt a "hungry" risk appetite for much of my outward facing work as a more traditional minimalist or cautious approach would, in my view, not succeed in bringing about the beneficial change that my office was set up to achieve. This is explained further below.

Nature of my office and accountability

The Well-being of Future Generations (Wales) Act 2015 established the office of Future Generations Commissioner for Wales as a corporation sole. This means that all the functions (powers and duties) are vested in the office holder and there is no traditional "board" that is corporately responsible for the performance and governance of the organisation. I am independent of Ministers and, subject to the 2015 Act, responsible for setting the strategic direction of my office. I am accountable to the Senedd for the actions of my office, and to its Public Accounts Committee in particular for matters such as the arrangements for governance, financial management and internal control.

Advisory panel

The 2015 Act established a panel to provide me with advice on the exercise of my functions. The members of the advisory panel are— (a) the Children's Commissioner for Wales; (b) the Welsh Language Commissioner; (c) the Commissioner for Older People in Wales; (d) the member of staff of the Welsh Government designated by the Welsh Ministers as the Chief Medical Officer for Wales; (e) the chairperson of the Natural Resources Body for Wales or another non-executive member of that body selected by the chairperson; (f) an officer of the body representing trade unions in Wales known as Wales TUC Cymru nominated by that body; (g) the chairperson, director or similar officer as the Welsh Ministers may appoint of a body representing persons carrying on business in Wales; (h) such other person as the Welsh Ministers may appoint. I have drawn on individual members experience to inform my organisation's work programme and advise on my statutory functions throughout the year.

Audit and Risk Assurance Committee

I have appointed an Audit and Risk Assurance Committee to provide constructive advice and challenge on matters of governance, financial management and audit, and the arrangements for internal control – including risk identification and management. The Committee comprises:

- **Alan Morris**, retired Auditor and committed sustainable development champion who chairs the Committee;
- **Jocelyn Davies**, member of Advisory Panel to Children's Commissioner and Chair of her ARAC; non-executive member of Welsh Revenue Authority Board and ARAC chair; member of Plaid Cymru; member of Plaid Cymru Membership, Standards and Disciplinary Panel; Chair of Plaid Cymru Audit, Risk and Compliance Committee; trustee of Plaid Cymru Credit Union; ambassador of Welsh Women's Aid; and Vice Chair Welsh Government's Regional Park Forum
- **John Dwight**, a retired Auditor, trustee and honorary treasurer of City Hospice Cardiff and member of CIPFA Cymru-Wales Branch Executive

- **Gareth Madge**, a former Chief Officer and Chief Legal Adviser with South Wales Police, vice chair of South Wales Police Heritage Board, trustee of Calfaria Baptist Chapel; and
- **Jonathan Morgan**, trustee of the Whitchurch Community Association, sole owner and director of Insight Wales Consulting Ltd., employed by Practice Solutions Ltd to manage the Association of Directors of Social Services Business Unit.

All are independent and do not work for the Commissioner.

The Chair of the Committee has provided me with an annual report in which he concludes 'As a result of its work during the year and the findings of internal and external audit, the Committee can provide the Commissioner with assurance that the governance, financial management and risk management arrangements in place are appropriate and have operated effectively during the 2019-20 financial year'.



Governance framework

My corporate governance structure has been revised during the year to better fit with working practices. The core components largely remain the same but new for 2019-20 were:

- Following feedback from a review of my Communications function I now chair a weekly all team 'Making it Happen' meeting which has improved internal communications and project management.
- I have also involved the wider team in strategic planning sessions.
- In response to team feedback from a biennial team survey I have produced an organisational culture action plan.
- I assigned each of my ARAC members as a 'critical friend' to key strategic projects to bring their independent challenge and comment into the mix on a more timely basis. This arrangement has also helped the Committee to have a better collective understanding of the work of my Office.
- My Corporate Planner has taken on the role of planning and supporting my ARAC's work and this has improved the timeliness and quality of communication between the work of the team and the needs of the Committee.

I continue to take key decisions after discussion with team members. I also continue to give authority to certain staff to authorise financial transactions.

Internal Audit has been in place throughout the year and has delivered a full programme of work and the Audit Risk and Assurance Committee has been fully operational.

My strategic plan sets out what I hope to deliver by way of beneficial change for the people of Wales and how I intend to go about doing it in collaboration with other public bodies in Wales. It is an ambitious document that requires public bodies to challenge the ways in which they work and adapt long-standing practices to achieve what was envisaged by the Welsh Government when it decided to bring forward what is now the 2015 Act. This plan is dynamic and is reviewed annually and adapted as necessary in response to changing

circumstances throughout my term of Office and underpinned by an annual work plan set out in a road map.

Approach to risk management

My approach to risk management is consistent with my strategic plan and is in line with the 2015 Act and what it is intended to achieve. My risk management policy, which has been endorsed by the Audit and Risk Assurance Committee makes it clear that I want to create and maintain an environment that will allow the effective management of risk to flourish. This will include ensuring that staff are kept fully in the loop about our plans and the approach that I and risk owners will take to managing the associated risks.

The policy makes it clear that I am not averse to taking risks. On the contrary, to achieve the objectives in my strategic plan and deliver what is expected will often necessitate an open or hungry risk approach which is not the norm for most other public bodies. I have concluded that adopting such an approach for my outward facing work with other public bodies is the only realistic way of securing the change needed across the Welsh public sector. To do otherwise might well mean failing to capitalise on opportunities when they occur and will run a high risk of failure to achieve the challenging objectives that I have set in the strategic plan and what is expected of me by my stakeholders. Similarly, I have decided that my organisation needs to 'walk the talk' of the Act and be open and innovative and try new approaches to the way we work. However, such risks are not taken recklessly but managed appropriately and carefully with the aim of maximising successful delivery.

I have taken a more traditional and cautious approach to my internal processes concerned with financial management, compliance with laws and regulations and security of information.

During 2019-20 I have updated my strategic risk register in consultation with staff and the Audit Risk and Assurance Committee. The strategic risk register identified appropriate risks relating to my statutory duties and the role my organisation will play in helping public bodies deliver the aims of the Act. Actions to address these risks continue to be embedded within my operations.

Internal audit

The work of internal audit is one of the key assurances that I require as Accounting Officer. Deloitte act as my internal auditors and they have produced the following reports during the year:

- Corporate Governance and Risk Management
- Financial Systems

Deloitte's Annual Report for 2019-20 states: Based on the work undertaken as detailed in our internal audit report for 2019/20, our overall assessment is that the classification of assurance for corporate governance and risk management remains substantial.

Information assurance

An information governance framework is in place with a suite of underpinning policies that set out the security arrangements and principals of good information governance together with the responsibilities and behaviours I expect of all those that work for me.

There have been no data breaches during the year. No personal data related incidents were formally reported to the Information Commissioner's Office during the period.

Summary of effectiveness

From the assurances provided by my team, my knowledge of the work of my office, and the reports provided by internal and external audit, I am able to report that the system of internal control in place during the year and up to the date of approval of the Annual Report and Accounts did not contain any significant weaknesses.

Looking forward

For 2020-21 I will monitor, maintain and enhance the governance and internal control arrangements to ensure they continue to meet my assurance needs and fit with a modern, agile workplace. Where necessary I will continue to update my team structure to ensure I have the most efficient and effective arrangements to deliver the wide range of functions.

Two significant factors dominated the work of my Office during the later part of the 2019-20 year. The preparation of the first five-yearly Future Generations Report. Publication of the Report will provide a watershed, beyond which I will review my priorities and plans for delivery as the five-year cycle to the second Future Generations Report begins.

The second dominating factor has been the coronavirus pandemic. My Office, like all organisations, has had to adapt its ways of working. Looking ahead, the pandemic will continue to have significant implications, not only for the work of my Office, but also for the bodies subject to the Future Generations Act and society in general. This will have implications both for my forward workplans and the way that work is delivered.



Sophie Howe
Future Generations Commissioner for Wales
6 July 2020

Remuneration and staff report

This part of my Accountability report provides information on my remuneration policy for me and my directors.

I was appointed on 1 February 2016 and my directors were appointed between June and September 2016. The Welsh Ministers determine the remuneration of the Future Generations Commissioner for Wales in accordance with Schedule 2 paragraph 5 to the Well-being of Future Generations (Wales) Act 2015.

I took remuneration advice from civil service recruitment specialists for my directors.

The following sections, which have been subjected to audit, provide details of the remuneration and pension benefits of the most senior officials within my office:

Number and analysis of senior staff costs by band (audited)

	Salary £000		Benefits in Kind (to nearest £100)		Pension Benefits (to nearest £1000)		Total £000	
	1.4.19 to 31.3.20	1.4.18 to 31.3.19	1.4.19 to 31.3.20	1.4.18 to 31.3.19	1.4.19 to 31.3.20	1.4.18 to 31.3.19	1.4.19 to 31.3.20	1.4.18 to 31.3.19
Sophie Howe – Future Generations Commissioner for Wales. Full time	90-95	90-95	2	2	36	36	125-130	125-130
Kate Carr – Director of Engagement, Partnerships and Communications. Full time. Employment ended on 31 Dec 2019	85-90	60-65	-	-	18	24	100-105	80-85
Marie Brousseau-Navarro - Director of Policy, Legislation and Innovation. Part time 0.8 FTE	45-50 (FTE 60-65)	45-50 (FTE 60-65)	2	1	20	20	65-70	65-70
Helen Verity – Director of Finance and Governance. Part time 0.6 FTE (working full time temporarily from November 19 to March 20)	45-50 (FTE 60-65)	35-40 (FTE 60-65)	2	-	19	16	65-70	50-55

Benefits in Kind

These relate to payments made under our Well-being Gift Policy. Well-being is hugely important to us as an organisation and is a central theme of the Well-being of Future Generations Act. As part of our Reward Strategy, salaries of the people earning

above £40,000 per year are top sliced and paid into a Well-being Pot. Employees can claim up to £250 towards the costs of membership of a club, an activity, a health treatment or equipment to support the activity.

Pension Benefits – Civil Service Pension Scheme (audited)

	Total Accrued Pension	Real increase in pension	CETV at 31.3.20	CETV at 31.3.19	Real increase/ (decrease) in CETV
	£000	£000	£000	£000	£000
Sophie Howe – Future Generations Commissioner for Wales, from 1st February 2016	5-10	0-2.5	89	65	14
Kate Carr – Director of Engagement, Partnerships and Communications, from 19th July 2016. Employment ended on 31st December 2019	0-5	0-2.5	56	42	9
Marie Brousseau-Navarro - Director of Policy, Legislation and Innovation, from 12th September 2016.	0-5	0-2.5	42	29	9
Helen Verity – Director of Finance and Governance, from 6th June 2016.	0-5	0-2.5	47	32	11

Pension Scheme

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or **alpha**, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined **alpha**. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (**classic**, **premium** or **classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10

years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into **alpha** sometime between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of **classic**, **premium**, **classic plus**, **nuvos** and **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated

broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from the appointed provider - Legal & General. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Reporting of Civil Service and other compensation schemes – exit packages (audited)

Two employees left under voluntary redundancy terms in 2019-20 (Kate Carr, Director of Engagement, Partnerships and Communications, on 31st December 2019, and our Communications Officer on 31st January 2020). Total amount of the compensation payment they received was £60,563.37. Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where my office has agreed early retirements, the additional costs are met by my office and not by the Civil Service pension scheme. There were no early retirements in 2019-20. Ill-health retirement costs are met by the pension scheme.

Payments to past directors (audited)

No payments were made to past directors (nil 2018-19).

Fair pay disclosures (audited)

	2019-20	2018-19
Band of highest paid individual's remuneration (£000)	90-95	90-95
Median total (£)	37,353	32,311
Ratio	1:2.48	1:2.86
Range of staff remuneration: highest (£)	62,381	60,750
Range of staff remuneration: lowest (£)	16,757	16,120

I am required to disclose the relationship between the remuneration of the highest-paid individual and the median remuneration of employees. It does not include employer pension contributions and the cash equivalent transfer value of pensions. A slight change in the median point and ratio in 2019-20 reflects minor staff changes in my organisation.

Gender pay gap (not subject to audit)

Gender pay analysis is an important marker in our move toward a more Equal Wales. For 2019-20 I am opting again to report on the gender pay position for people that work in my team. The first table below shows the median and the mean hourly rate of pay for those in my team that I have direct control over their remuneration rates. The second table shows the median and mean hourly rate when team members from partner organisations are included.

Gender pay gap: directly employed only	2019-2020		2018-2019	
	Female	Male	Female	Male
Median total (£)	18.82	17.92	16.79	16.79
Mean total (£)	20.41	17.04	18.79	15.99

Gender pay gap: paid secondees included	2019-2020		2018-2019	
	Female	Male	Female	Male
Median total (£)	20.99	16.73	18.07	16.79
Mean total (£)	21.00	16.79	19.07	15.89

Staff Report

Staff numbers and related costs

On 31 March 2020 the Commissioner's staff complement was 23 people (18.32 whole time equivalent). This time last year our whole Team headcount was 35 people compared to 23 people on 31st March 2020. Our Team headcount has reduced significantly due to the completion of our main partnership programme, Art of the Possible, and a focused restructure in one of our core functions.

Thirty per cent of our workforce in 2019-20 were resourced through temporary or partnership arrangements compared to forty-three per cent in 2018-19. We use temporary, secondment or partnership arrangements in 2019-20 to maintain our flexibility to respond reactively to the fast paced and changing nature of the work.

Staff costs (audited)

For the year staff costs consist of:

	2019-20	2018-19
	£000	£000
Wages and Salaries	921	778
Social Security Costs	95	81
Pension Costs	228	160
Sub Total	1,244	1,019
Inward secondments and agency staff	80	273
Total Net Costs	1,324	1,292

The number of whole-time equivalent persons employed (including directors) for the period was as follows:

	1.4.19 to 31.3.20	1.4.18 to 31.3.19
	WTE	WTE
Directly Employed	20.23	19.20
Paid Secondees	2.33	7.1
Total	22.56	26.30

The number of whole-time equivalent paid and unpaid secondees for the period was as follows:

	1.4.19 to 31.3.20	1.4.18 to 31.3.19
	WTE	WTE
Paid Secondees	2.33	7.10
Unpaid Secondees	-	0.66
Total	2.33	7.76

The following table shows the number of whole time equivalent secondees from the seven organisations we have partnered with in the period:

Organisation	Area of work	1.4.19 to 31.3.20	1.4.18 to 31.3.19
		WTE 1	WTE 2
Welsh Government	All Wales Graduate Scheme	0.67	0.00
South Wales Police and Crime Commissioner	Policy	0.58	0.33
Children's Commissioner for Wales	Business Support and Policy	0.40	0.40
Sport Wales	Policy	0.25	1.00
PHW NHS Trust	Policy	0.20	0.10
Constructing Excellence in Wales	Policy	0.13	0.50
United Welsh Housing	Policy	0.10	0.57
NHS Centre for Equality and Human Rights	Policy	-	1.00
Arts Council of Wales	Policy	-	1.00
Wildlife Trusts Wales	Policy	-	0.60
Interlink	Policy	-	0.60
Fair Trade Wales	Policy	-	0.50
Wales Co-operative Centre	Policy	-	0.50
Mid & West Wales FRS	Policy	-	0.30
BT	Project Management	-	0.21
Academi Wales	Policy	-	0.15
Total		2.33	7.76

Remuneration of Audit and Risk Assurance Committee Members (not subject to audit)

The Commissioner's Audit and Risk Assurance Committee comprises five independent members, appointed by the Commissioner. Members receive a daily allowance of £250 and the Chair receives a daily allowance of £300. In 2019-20 the following payments were made:

	1.4.19 to 31.3.20	1.4.18 to 31.3.19
	(£)	(£)
Alan Morris (Chair)	2,700	1,800
John Dwight	1,250	1,250
Gareth Madge	1,250	1,000
Jocelyn Davies	1,250	1,000
Jonathan Morgan	1,250	750
Total	7,700	5,800

Staff composition

We collect workforce statistics in relation to all the protected characteristics detailed in the Equality Act 2010. We do not publish full details due to the small size of our workforce and subsequent difficulty in maintaining our obligations to protect the anonymity of sensitive personal data, but we do publish some headline data you can see below.

Workforce gender and pay statistics

(not subject to audit)

This table shows the configuration of our total workforce by gender, pay band, contract type and working pattern on 31st March 2020: (temp includes staff employed on fixed term contracts and secondees from partner organisations).

Pay level per year (equivalent for secondees)	Full time male permanent	Full time female permanent	Full time female fixed term	Part time female permanent	Part time female fixed term	Totals
Grade 1 £20 - 23k	1	1	2			4
Grade 2 £25 - 28k		2	1			3
Grade 3 £31 - 36k	1	2				3
Grade 4 £39 - 44k	1	1	1	2		5
Grade 5 £48 - 52k	1	1		1		3
Grade 6 £59 - £63k				2		2
Commissioner £92k			1			1
Partnership workers					2	2
Total	4	7	5	5	2	23

Our workforce gender statistics

(not subject to audit)

This table shows 23 employees on 31st March 2020 by gender along with comparison against the previous years and latest Census Population date 2011: Wales (3,063,456)

Gender	FGCW 31/03/2020	%	FGCW 31/03/2019	%	Wales 2011	%
Male	4	17	6	17	1,504,228	49
Female	19	83	29	83	1,559,228	51
Total	23		35		3,063,456	

Workforce age statistics

(not subject to audit)

Headcount by age on 31st March 2020

16-24	25-34	35-44	45-54	55-64	65 & Over	Undisclosed
5	7	4	6	0	0	1

Workforce leavers statistics

(not subject to audit)

There have been 11 leavers in the financial year 1 April 2019 to 31 March 2020.

- 1 person retired
- 2 people left through voluntary redundancy
- 1 person left at the expiry of their probationary period
- 4 fixed term contracts came to an end
- 3 secondments/partnerships came to an end.

Workforce training and development statistics

(not subject to audit)

Headcount by gender, pay band, contract type and working pattern of team members who engaged in externally delivered training opportunities during the year.

Annual Pay level	Full time male permanent	Full time female permanent	Full time female fixed term	Part time female permanent	Part time female fixed term	Totals
Grade 1 £20 - 23k			1			1
Grade 2 £25 - 28k		2				2
Grade 3 £31 - 36k	1	1				2
Grade 4 £39 - 44k		1		2		3
Grade 5 £48 - 52k	1		1	1		2
Grade 6 £59 - £63k						
Remunerated secondee					1	1
Total	2	4	2	3	1	12

Twelve people were supported to participate in external training events from across most grades, gender and working patterns
In addition, we delivered several whole team development events in 2019-20

Other Workforce Statistics

(not subject to audit)

13% of our workforce has disclosed a disability, confident in the knowledge that we will do everything we can as an organisation to support them in work.

32% of our workforce describe themselves as proficient through to intermediate welsh language skills.

77% of our workforce describe themselves as Welsh or British, 23% of our workforce represent other diverse ethnic backgrounds.

Sickness absence data

(not subject to audit)

Sickness absence figures are collected, monitored and recorded for directly employed team members. Between April 2019 and March 2020 there was an average of 22 people directly employed and the sickness absence rate was reported at 0.86% of the available hours (1.68% in 2018 -19). This equates to a total of 44 days of short-term sickness absence affecting 8 team members. There were no cases of long-term absence in this financial year (absence lasting longer than 4 weeks).

Off-payroll payments

(not subject to audit)

There were no off-payroll payments in the financial year 1 April 2019 to 31 March 2020 (nil 2018-19).



Sophie Howe

Future Generations Commissioner for Wales
06 July 2020

Report on the audit of the financial statements

The Certificate and independent auditor's report of the Auditor General for Wales to the Senedd

Opinion

I certify that I have audited the financial statements of Future Generations Commissioner for Wales for the year ended 31 March 2020 under paragraph 21 of schedule 2 of the Well-being of Future Generations (Wales) Act 2015. These comprise the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Cash Flow Statement and Statement of Changes in Tax Payers' Equity and related notes, including a summary of significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and HM Treasury's Financial Reporting Manual based on International Financial Reporting Standards (IFRSs) as adopted by the European Union.

In my opinion the financial statements:

- give a true and fair view of the state of Future Generations Commissioner for Wales' affairs as at 31 March 2020 and of its net expenditure for the year then ended; and
- have been properly prepared in accordance with Welsh Ministers' directions issued under the Well-being of Future Generations (Wales) Act 2015.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)). My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I am

independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Future Generations Commissioner for Wales has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

Legislation and Directions issued to the Future Generations Commissioner do not specify the content and form of the Accountability Report to be presented with the financial statements. The Future Generations Commissioner for Wales is responsible for the other information in the annual report and financial statements. The other information comprises the information included

in the annual report other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Opinion on regularity

In my opinion, in all material respects, the expenditure and income in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report on other requirements

Opinion on other matters

As legislation and directions issued to the Future Generations Commissioner do not specify the content and form of the Accountability Report including the Governance Statement to be presented with the financial statements, I am not able to confirm that the Governance Statement has been properly prepared. In my opinion, the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements.

Although there are no legislative requirements for a Remuneration Report, the Future Generations Commissioner has prepared such a report and in my opinion, that part ordinarily required to be audited has been prepared in accordance with HM Treasury guidance.

In my opinion, based on the work undertaken in the course of my audit the information given in the Performance Report provided with the financial statements for this financial year for which the financial statements are prepared is consistent with the financial statements and has been prepared in accordance with Welsh Ministers' guidance.

Matters on which I report by exception

In the light of the knowledge and understanding of the body and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report provided with the financial statements or the Governance Statement.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- proper accounting records have not been kept;
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns;
- information specified by Welsh Ministers regarding the remuneration and other transactions is not disclosed; or
- I have not received all of the information and explanations I require for my audit.

Report

I have no observations to make on these financial statements.

Responsibilities

Responsibilities of the Future Generations Commissioner for Wales for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Future Generations Commissioner for Wales is responsible for preparing the financial statements in accordance with the Well-being of Future Generations (Wales) Act 2015 and Welsh Ministers' directions made there under, for being satisfied that they give a true and fair view and for such internal control as the Future Generations Commissioner for Wales determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Future Generations Commissioner for Wales is responsible for assessing the body's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Responsibilities for regularity

The Future Generations Commissioner for Wales is responsible for ensuring the regularity of financial transactions.

I am required to obtain sufficient evidence to give reasonable assurance that the expenditure and income have been applied to the purposes intended by the Senedd and the financial transactions conform to the authorities which govern them.

Adrian Crompton
Auditor General for Wales
24 Cathedral Road
Cardiff
CF11 9LJ

July 2020

The maintenance and integrity of the Future Generations Commissioner for Wales' website is the responsibility of the Accounting Officer; the work carried out by auditors does not involve consideration of these matters and accordingly auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Financial statements

Statement of Comprehensive Net Expenditure for the period 01 April 2019 to 31 March 2020

	Note	1.4.19 to 31.3.20	1.4.18 to 31.3.19
		£000	£000
Expenditure:			
Administration costs:			
Staff costs	2	1,324	1,292
Depreciation	3,4	7	14
Other administration costs	3	432	412
		1,763	1,718
Income:			
Other income	8	165	28
Net Expenditure		1,598	1,690
Interest payable/receivable		-	-
Net Expenditure after interest		1,598	1,690

	Note	1.4.19 to 31.3.20	1.4.18 to 31.3.19
		£000	£000
Other comprehensive expenditure			
Net gain/(loss) on revaluation of plant and equipment		-	-
Total comprehensive expenditure for the year period		1,598	1,690

All income and expenditure is derived from continuing operations. There are no gains or losses other than those reported in the Statement of Comprehensive Net Expenditure. The Commissioner receives funding from the Welsh Government.

The notes on pages 119-128 form part of these accounts

Statement of Financial Position as at 31 March 2020

	Note	2020 £000	2019 £000
Non-current assets:			
Property, plant and equipment	4	3	10
Current assets:			
Trade and other receivables	5	43	27
Cash and cash equivalents	6	369	421
		412	448
Total assets		415	458
Current liabilities:			
Trade and other payables	7	(153)	(162)
		262	296
Total assets less current liabilities		262	296
Long-term liabilities:			
Provision for dilapidation		(5)	(5)
		257	291
Total assets less total liabilities		257	291
Taxpayer's equity:			
General fund		257	291



Sophie Howe,
Future Generations Commissioner for Wales and
Accounting Officer
06 July 2020

The notes on pages 119-128
form part of these accounts

Statement of Cash Flows for the period 01 April 2019 to 31 March 2020

	Note	1.4.19 to 31.3.20 £000	1.4.18 to 31.3.19 £000
Cash flows from operating activities			
Net Expenditure		(1,598)	(1,690)
Adjustment for non-cash transactions	3,4	7	14
(Increase)/decrease in trade and other receivables	5	(16)	(25)
Increase/(decrease) in trade payables	7	(9)	50
Increase/(decrease) in provision		-	-
Net cash outflow from operating activities		(1,616)	(1,651)
Cash flows from investing activities			
Purchase of property, plant and equipment	4	-	(9)
Net cash outflow from investing activities		-	(9)
Net cash outflow		(1,616)	(1,660)
Cash flows from financing activities			
Net Financing		1,564	1,480
Net increase/(decrease) in cash and cash equivalents	6	(52)	(180)
Cash and cash equivalents at beginning of period		421	601
Cash and cash equivalents at end of period		369	421

The notes on pages 119-128
form part of these accounts

Statement of Changes in Taxpayers' Equity for the period 1 April 2019 to 31 March 2020

		1.4.19 to 31.3.20	1.4.18 to 31.3.19
	Note	£000	£000
Balance as at 1st April 2019		291	501
Changes in Taxpayers' Equity 2019-2020			
Funding from Welsh Government		1,564	1,480
Comprehensive net expenditure for the year		(1,598)	(1,690)
Balance at 31st March 2020		257	291

The notes on pages 119-128 form part of these accounts

Notes to the accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the Government's Financial Reporting Manual (FRoM) issued by HM Treasury. The financial statements have been prepared for the twelve-month period ending 31 March 2020.

The accounting policies contained in the FRoM apply International Accounting Standards (IFRS) as adopted or interpreted for the public sector context. Where the FRoM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Commissioner for the purpose of giving a true and fair view has been selected. They have been applied consistently in dealing with items considered material in relation to the accounts.

My team have considered the impact of standards and interpretations which have been issued but are not yet effective and which have not been adopted early by the Commissioner. With the exception of International Financial Reporting Standards (IFRS) IFRS16 Leases, the Commissioner anticipates that the adoption of these Standards and interpretations in future periods will have no material impact on the financial statements. The impact of IFRS16, which has been issued by the International Accounting Standards Board (IASB) but not yet adopted by the European Union and will apply from 2021-2022, is not reasonably estimable at this stage.

The particular accounting policies adopted for my office are described below.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention as, in my opinion, the effect of the revaluation of fixed assets at their value to the organisation by reference to their current cost is considered to be immaterial.

1.2 Funding

The main source of funding for my office is from the Welsh Government via an annual grant, which is credited to the general fund when the grant is received. Monies are also collected from fees for support, advice and assistance provided by me and my team under Commissioner's functions Section 19 a) d) of the Well-being of Future Generations (Wales) Act.

1.3 Property, plant and equipment

All non-current assets have been valued at historic cost (see 1.1 above). The minimum level for capitalisation of individual assets is £1,000. Large numbers of the same type of asset have been grouped together in determining whether they fell above or below the threshold.

1.4 Depreciation

Depreciation is provided at rates calculated to write off the value of non-current assets by equal instalments over their estimated useful lives, as follows:

- ICT Equipment 3 years
- Furniture 3 years

A full year's depreciation is charged in the year of acquisition.

1.5 Statement of Comprehensive Net Expenditure

Operating income and expenditure is that which relates directly to the operating activities of my office. It comprises charges for goods and services provided on a full cost basis. All expenditure is classed as administration expenditure.

1.6 Value Added Tax

My office is not registered for VAT. Expenditure and fixed asset purchases are accounted for VAT inclusive, as VAT is irrecoverable.

1.7 Pensions

My staff are generally covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). The PCSPS is a defined benefit scheme. The cost of the defined benefit element of the scheme is recognised on a systematic and rational basis over the period during which it derives benefit from employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of any defined contribution scheme, my office recognises the contributions payable for the year; these amounts are charged to the Statement of Comprehensive Net Expenditure in the year of payment.

1.8 Leases

Leases of assets where substantially all risks and rewards of ownership of a leased asset are borne by my office are classified as finance leases. My office has no finance leases.

Operating lease rentals are charged to the Statement of Comprehensive Net Expenditure in equal amounts over the lease term.

1.9 Segmental reporting

My office operates in Wales and deals with issues that impact upon people in Wales. The Statement of Comprehensive Net Expenditure and associated notes reflects the segments that the operating results are reported in.

1.10 Staff expenses

My accounts provide for short term compensated absences such as annual leave that was not taken at the year-end in line with IAS19.

1.11 Provisions

My accounts provide for legal or contractual obligations which are of uncertain timing or amounts at the balance sheet date, on the basis of best estimate of the expenditure required to settle the obligation.

1.12 Cash and cash equivalent

My office holds cash which is deposited in an account within the Government Banking Service upon receipt. My office does not hold any petty cash.

2. Staff costs

For the year staff costs consist of:

	2019-20	2018-19
	£000	£000
Wages and Salaries	921	778
Social Security Costs	95	81
Pension Costs	228	160
Sub Total	1,244	1,019
Inward secondments and agency staff	80	273
Total Net Costs	1,324	1,292

3. Other administration costs

	1.4.19 to 31.3.20		1.4.18 to 31.3.19	
	£000	£000	£000	£000
3.1 Administration costs:				
Premises	52		43	
Offices	181		134	
Training and recruitment	14		23	
Travel and Subsistence	25		28	
External auditor's remuneration	16		16	
Internal auditor's remuneration	10		12	
ICT equipment	31		43	
Project work	103		113	
		432		412
3.2 Non-cash items:				
Depreciation charge on ordinary assets	7		14	
Loss on disposal of fixed assets	-		-	
Provision for Dilapidations	-		-	
		7		14
		439		426

4. Property, plant and equipment

	ICT Equipment	Office Furniture and Equipment	Total
	£000	£000	£000
Cost			
At 1st April 2019	39	2	41
Additions	-	-	-
Disposals	-	-	-
At 31st March 2020	39	2	41
Depreciation			
At 1st April 2019	29	2	31
Charged in year	7	-	7
Disposals	-	-	-
At 31st March 2020	36	2	38
Net book value at 1st April 2019	10	-	10
Net book value at 31st March 2020	3	-	3

5. Trade receivables and other current assets

	31.03.20	31.03.19
	£000	£000
Amounts falling due within one year:		
Trade and other receivables	14	10
Prepayments and accrued income	14	4
Contract asset	14	13
Employee loan	1	-
	43	27

Note 8 has information on the contract asset.

6. Cash and cash equivalents

	31.03.20	31.03.19
	£000	£000
Balance at 1st April 2019	421	601
Net change in cash and cash equivalent balances	(52)	(180)
Balance at 31st March 2020	369	421
All balances as at 31st March 2020 were held in an account within the Government Banking Service.		

7. Trade payables and other current liabilities

	31.03.20	31.03.19
	£000	£000
Amounts falling due within one year		
Trade payables	11	83
Accruals	71	76
Contract liability	71	3
	153	162

Note 8 has information on the contract liability.

8. Other income, contract assets and liabilities

Other income was generated from provision of advice, support and assistance and has been disclosed in accordance with the requirements of IFRS 15 in 2019-20.

Other income

		2019-20		2018-19	
Details	Other income from	Amount (£)	Total (£)	Amount (£)	Total (£)
Outward secondments	Welsh Government	60,829	75,363	18,147	18,147
	Children's Commissioner for Wales	14,534		-	
Contribution to the Future Generations Leadership Academy	BBC Home Services	5,000	50,417	-	-
	National Assembly for Wales	5,000		-	
	Natural Resources Wales	5,000		-	
	Public Health Wales	5,000		-	
	Transport for Wales	5,000		-	
	Wales Millennium Centre	5,000		-	
	Arup and Partners International Ltd	3,333		-	
	University of South Wales	3,333		-	
	Celsa	2,917		-	
	Costain	2,917		-	
	South Wales Police and Crime Commissioner	2,917		-	
	Principality	2,500		-	
ScoutsCymru	2,500	-			
Contribution to joint research projects	Cardiff University	15,000	17,857	-	7,142
	Business in the Community	1,429		3,571	
	Welsh Government	1,428		3,571	
Project grant (EU income for Ethical Procurement project)	Fair Trade Advocacy Office	5,646	5,646	-	-

Honorarium	National Assembly Future Institute (South Korea)	2,941	4,656	-	300
	OECD	587		-	
	JLHLAVA INTERNATIONAL DOCUMENTARY FILM FESTIVAL	426		-	
	Manchester International Festival	250		-	
	Festival of the Future City	228		-	
	Bristol Cultural Development Partnership (BCDP)	150		-	
	BBC Home Services	75		300	
Contribution to Future Generations Leadership Academy (international research and development activities)	Welsh Government	4,255	4,255	-	-
Travel and subsistence expense reimbursement	Welsh Government	1,593	3,562	36	36
	Public Health Wales	1,272		-	
	United Nations	548		-	
	Carnegie UK	114		-	
	Swansea University	35		-	
Office co-location	Constructing Excellence in Wales	2,655	2,655	1,525	1,567
Other miscellaneous income	Literature Wales	458	952	42	
	Barclaycard	282		-	
	Griffiths and Armour	212		-	
Total (£)		165,364	165,364	27,192	27,192

Contract assets

	Description of contract	2019-20			2018-19		
		Opening balance: revenue previously expected to be recognised in the accounting period	Revenue recognised in the accounting period	Revenue expected to be recognised within the next financial year 2020-21	Opening balance: revenue previously expected to be recognised in the accounting period	Revenue recognised in the accounting period	Revenue expected to be recognised within the next financial year 2019-2020
		£000	£000	£000	£000	£000	£000
Welsh Government	Outward secondment: contract (12 months, January 2019 – January 2020)	45	-	-	-	13	45
Literature Wales	Contribution to Poet in Residence post (12 months, March 2019 – February 2020)	1	-	-	-	-	1
Welsh Government	Outward secondment: contract extension for 12 months (January 2020 – January 2021)	-	14	47	-	-	-
Total		46	14	47	-	13	46

Contract liabilities

	Description of contract	2019-20			2018-19		
		Opening balance: revenue previously expected to be recognised in the accounting period	Revenue recognised in the accounting period	Revenue expected to be recognised within the next financial year 2020-21	Opening balance: revenue previously expected to be recognised in the accounting period	Revenue recognised in the accounting period	Revenue expected to be recognised within the next financial year 2019-2020
		£000	£000	£000	£000	£000	£000
Welsh Government and Business in the Community	Contribution to a joint project	3	-	-	-	8	3
FG Leadership Academy	Contribution to the FG Leadership Academy	-	50	71	-	-	-
Total		3	50	71	-	8	3

9. Commitments under leases

The Commissioner was committed to making the following payments in respect of operating leases expiring

	2019-20		2018-19	
	£000		£000	
	Land & Buildings	Other	Land & Buildings	Other
Obligations under operating leases:				
Not later than one year	56	1	59	1
Later than one year and not later than five years	40	-	102	1
Later than five years	-	-	-	-
	96	1	161	2

The amount of the lease payments recognised for this accounting period is £59,022 (£45,013 in 2018-19).

10. Financial instruments

IFRS7, Financial Instruments, requires disclosure of the role which financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities. Because of the non-trading nature of my activities and the way in which my operations are financed, my Office is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which IFRS7 mainly applies. I have very limited powers to borrow or invest surplus funds and financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks I face in undertaking activities.

Liquidity risk

My Office's net revenue and capital resource requirements are financed by the Welsh Government.

My Office is not therefore exposed to significant liquidity risks.

Interest-rate risk

My Office's financial assets and liabilities are not exposed to interest-rate risks.

Foreign Currency risk

My Office's financial assets and liabilities are not exposed to foreign currency risks.

Fair values

There is no material difference between the book values and fair values of my Office's financial assets and liabilities as at 31st March 2020.

11. Capital commitments

There were no capital commitments as at 31st March 2020 (31st March 2019 – nil).

12. Contingent liabilities

There were no contingent liabilities as at 31st March 2020 (31st March 2019 – nil).

13. Related party transactions

The Welsh Government is a related party, my office received its main source of funding from the Welsh Government (£1.564 million for 2019-20 and £1.480 million in 2018-19). My office also received other income of £68k together with expenditure of £18k with the Welsh Government in the financial year (income £22k, expenditure £1k in the previous accounting period).

My office's payroll is outsourced to the Public Service Ombudsman for Wales (PSOW) and there have been a small number of material transactions during the period, relating to the operation of payroll and pensions, with the PSOW, HM Revenue and Customs and the Cabinet Office.

Note 8 provides a breakdown of income received from other organisations in connection with the work of my Office. There were no material transactions with organisations in which senior staff, or any of their family, held positions of influence.

14. Events after the reporting period

There were no events between the statement of financial position date and the date the accounts were signed that impact upon these statements. These financial statements were approved for issue on 06 July 2020 by Sophie Howe

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