

An opportunity to work with us

Specification: research into the future of governance

Introduction

This tendering exercise is open to anyone interested in an opportunity to work with the Office of the Future Generations Commissioner for Wales, and who can help us consider what a national governance system fit for the future should look like.

We would like to gain a better understanding of long-term thinking, innovation practices and future trends related to national policy implementation, civil service administration and governance as part of our work to assess and advise the progress made by public bodies in Wales including the Welsh Government on implementing the sustainable development principle set out in the Well-being of Future Generations Act.

Our aim is to share the research findings with public bodies and external parties.

Proposals should be sent to review@futuregenerations.wales 'FAO Petranka Malcheva' by 17th January 2022. If you are shortlisted, you will be invited to meet with us to discuss your ideas during the week commencing 24th January 2022, and you will be expected to begin the work on 31st January 2022. Our expectation is for your work to be shared with us by 28th March 2022.

We welcome applications from interested individuals or consortia.

For further information, please contact Petranka Malcheva on: review@futuregenerations.wales

Context

The Commissioner's Future Generations Report (2020), the Auditor General's report 'Implementing the Well-being of Future Generations Act' (2019) and the Public Accounts Committee report 'Delivering for Future Generations: The Story so Far' (2021) highlighted the need for Welsh Government to better implement the Well-being of Future Generations Act (the Act).

Building on these findings, the Commissioner would like to commission further research on future fit governance in 2022 designed at ensuring the Well-being of Future Generations Act is embedded in the design, development and delivery of policy decisions.

As part of this Phase 1 work, we would like to identify the future trends in relation to government and civil service. This work will then inform a Phase 2 project, which places a particular focus on the future of the government machinery in Wales, which the Future Generations Commissioner will commission in April 2022. Phase 2 will seek to design a vision and model of what a future-fit Welsh Government that uses the Well-being of Future Generations Act to transform its corporate and organisational practices and capabilities, as well as the steps needed to achieve this vision, would look like, as well as identifying counter-productive practices.

Chapter 2 of our first statutory [Future Generations Report](#) in May 2020 provided some detail into the actions we would like to see from Welsh Government including:

- Close the ‘implementation gap’ by clearly setting out how they are applying the ways of working in how they design, resource, deliver and evaluate the implementation of policy and legislation. This would include involving a range of people with lived experiences, practical knowledge of delivery on the ground and integrating their aspirations with the well-being objectives of others.
- Instilling values of kindness at every level of government and in public policy.
- Establishing a Ministry of Possibilities bringing the brightest and the best from all levels of government and public service, the private sector and third sector together, to find innovative solutions to current or future challenges.
- Establishing a cross-party, cross-sectoral Commission to create a long-term vision and strategy for the Welsh public sector of 2050 specifically focusing on key future trends.
- Appointing a Minister for Prevention, with responsibility for taking a whole-government, coherent and evidence-based approach to investment in prevention.

We would like this Phase 1 commissioned work to draw on these recommendations and provide more detail and context into relevant future trends that affect government and to provide a vision of what a governance system fit for the future looks like with specific and detailed steps (ranging from immediate to longer-term actions) that government will need to start taking today to prepare for current and future challenges.

Potential areas to consider include:

- The rise of augmented intelligence and big data;
- The increasing need for agility and trust in government;
- The need for inclusivity and an equality-centred approach;
- Increasing use of behavioural science to affect culture change and improve outcomes;
- The increasing need for anticipatory governance - i.e., pre-empting problems through predictive analysis, futures thinking and long-term techniques and working to prevent these problems from occurring;
- Participatory government and the raising importance of citizen experience in governance;
- The need to create safe spaces for government innovation;
- Rise of smart solutions;
- The need to attract and retain the next generation of civil servants;
- The demand for government as a connected enterprise - understanding and mapping the interdependency and connectedness of legislation, data, goals and people, as well as the need for integration of legislation, policy, practice and between different government departments.

These areas and others will have a significant impact on the well-being of our future generations. We want to show clearly what good government machinery of the future looks like and how this can be achieved in practice.

Identifying and responding to future trends has never been more important in order to both affect the system change needed to achieve the vision of the Act, but also to ensure we are actively preparing for uncertainty and opportunity.

The Coronavirus pandemic has shown us the cost of our lack of preparedness, but it has also opened up and accelerated opportunities and appetite for system change, which can be harnessed in favour

of the social, economic, environmental and cultural well-being of our future generations. We want to explore what a government machinery that fully implements the Act looks like.

The work

Phase 1

- Establish the importance of future trends and governance.
- Identify and analyse the future trends likely to have the greatest impact on the machinery of government.
- Identify examples of counter-productive practices, things to be avoided.
- Highlight international case studies and innovation (with particular focus on comparable countries).
- Define what a governance system fit for the future should look like that responds to these trends might look like.
- This phase should also include easily communicable products that bring the issues to life (i.e. bite-sized products, slide decks etc.)

Phase 2

(Not part of this commission)

- Based on the findings from Phase 1, Phase 2 will highlight how these trends relate alongside the Well-being of Future Generations Act.
- Phase 2 will include actions that Welsh Government should take in the short/ medium and long term to become future fit.
- This work will also culminate in bite-size communicable products to share within the civil service and with broader stakeholders.

Your proposal

Your proposal should include:

- The key future trends you anticipate will be most relevant to this area of work.
- Information on how you would gather evidence and present your findings to us, in a way that can easily inform Phase 2 (application to Wales).
- Suggestions on what a final product(s) would look like. We want the research commissioned to have impact and present solutions; we are not looking for lengthy reports but something hard-hitting with a strong evidence base that can be used through multiple communication mediums.
- Information on any plans for involvement and collaboration that you think may help you with this research, following the well-being Act.
- Your knowledge and understanding of the Welsh context. For example, devolution, legislation and policy, the Welsh language and culture.
- Your ability and appetite to work on the second Phase of the project – i.e. present a compelling narrative for Wales based on the findings of Phase 1.
- A breakdown of costs and anticipated time required for this work. Our expectation is for this first phase to be completed by the end of March 2022.

Information on

- Experience of analysing large amounts of information to form broad conclusions
- Experience of working on Future Trends
- Your knowledge and experience of Welsh Government and devolution in Wales
- Your knowledge and understanding of the policy and delivery landscape in Wales
- Individuals who will work on this project

To help us secure best value for money together with the widest benefits to the economic, social, environmental and cultural well-being of Wales, we would also like to answer as best as you can the questions in the Table below. The answers will help us score the bids we receive.

Topic	Answer	Information/Evidence
<p>Do you follow ethical employment and sustainable practices in your operation and in your supply chains?</p> <p>In particular:</p>		
Do you hold sustainable organisational certifications?		
Is your organisation a zero-carbon organisation and how are you limiting your emissions in your travel, energy, pensions and procurement?		
Is your organisation paper free and a zero waste organisation?		
Are your products or materials sourced locally and sustainably, reused or recycled?		
Are your materials recognised conflict-free by independent certification schemes such as electronicswatch.com and Greenpeace Guide to Electronics?		
Do you ensure that your organisation follows fair and ethical practices including anti-slavery and human traffic practices, fair trade, marine stewardship and forestry stewardship, B-Corp or Green Dragon accreditation? Have you signed up to the Welsh Government's Procurement Advice Note for the Public Sector in Wales (which cover several of these elements).		
Is your organisation taking any action to reduce poverty?		
Are you a Living Wage Employer?		
Do you secure decent work?		
Do you support and undertake fair and local procurement?		

Do you promote inclusive growth?		
Is your organisation or directors related to any political parties, or any other interests which should be disclosed as causing a potential (perceived or real) negative reputational or bias risk to the Commissioner?		

[Further information](#)

Before submitting a proposal, you may wish to familiarise yourself with:

- The requirements of the [Well-being of Future Generations \(Wales\) Act](#).
- The Commissioner's statutory '[Future Generations Report](#)' published in May 2020. In particular, 'The vision' in Chapter 1 and Chapter 2: Welsh Government.
- The Commissioner's [statement](#) on her early thinking about key opportunities for Welsh Government to build back better in recovering from the Covid-19 pandemic.
- Welsh Government's [Future Trends Report](#).