



# A Government **fit for future generations**

A Review into Welsh Government's implementation of the Well-being of Future Generations Act

## Glossary

<b>Academi Wales</b>	Academi Wales is Welsh Government's leadership programme, which delivers a range of leadership and management development across the public service in Wales. Their website can be found <a href="#">here</a> .
<b>Academi Wales' Summer and Winter Schools</b>	Academi Wales' leadership programmes are unique to Wales and support the delivery of "Prosperity for All" as pan-Wales programmes that break down organisational barriers, enable a One Welsh Public Service, and encourage collaboration of public bodies.
<b>Accountability</b>	Accountability is an obligation for a person or an organization to justify actions to another body in terms of some authorization for that activity given by that body.
<b>Assurance</b>	Confidence that specific obligations have been met. This is used in the Report in the context of Accountability.
<b>Assurance Framework [Welsh Government]</b>	The Welsh Government's assurance framework, has been developed to give sufficient, consistent, continuous and reliable assurance on organisational stewardship and the management of the major risks to organisational success and delivery of improved, cost effective, public services.



<b>Auditor General</b>	<p>The Auditor General is the external auditor of most of the Welsh public sector. This means that he audits the accounts of public bodies and reports on how they manage and spend public money. The Auditor General also has responsibilities under the Well-being of Future Generations Act, which include carrying out examinations to assess the extent to which specified public bodies have acted in accordance with the Act's sustainable development principle in setting and pursuing well-being objectives</p>
<b>Audit Wales</b>	<p>Audit Wales is the umbrella name for two legal entities: the Auditor General for Wales and the Wales Audit Office.</p> <p>Each has its own particular powers and duties:</p> <ul style="list-style-type: none"><li>• The Auditor General audits and reports on Welsh public bodies.</li><li>• The Wales Audit Office provides staff and other resources for the Auditor General's work, and monitors and advises the Auditor General.</li></ul>
<b>Business Information Reporting Tool [Welsh Government]</b>	<p>The Business Information Reporting Tool is the corporate Welsh Government performance reporting tool for monitoring delivery of Ministerial Commitments (Programme for Government including well-being objectives). It provides a simple and consistent means of recording, monitoring and reporting against commitments and priorities.</p>







<b>Consultation guidance</b> <b>[Welsh Government]</b>	Formal consultation is one means of collaboration and involvement. It is used frequently by Welsh Government to get views from the public and other organisations on various proposals and decisions. The Welsh Government has guidance in place to advice officials on how consultations should be undertaken.
<b>Continuous Learning Improvement Plan</b> <b>[Welsh Government]</b>	A single coherent plan that brings together the actions the Welsh Government has done and is planning to take to deepen how the Welsh Government acts in accordance with the sustainable development principle. It is framed around the sustainable governance framework agreed in 2020.
<b>Corporate Joint Committees</b>	Corporate Joint Committees are a forum intended to enable selected public body functions to be delivered more effectively and strategically at a regional level, making more efficient use of valuable resources. More information <a href="#">here</a> .
<b>Corporate Areas of Change</b>	Outlined in the Statutory Guidance for the Well-being of Future Generations Act, these are seven core set of activities that are common to the corporate governance of public bodies. Applying the requirements of the Act to these activities is likely to be most effectively secure the type of change required. These areas are Corporate planning, Financial planning, Workforce planning (people), Procurement, Assets, Risk management and Performance management.
<b>Executive Committee</b> <b>[Welsh Government]</b>	The Executive Committee is the strategic and operating decision-making forum of the Welsh Government at official level. It provides support to the Permanent Secretary as Principal Policy Adviser to the FM, Principal Accounting Officer and Head of the Welsh Government Civil Service and acts under their authority.



<b>Five ways of working and sustainable development principle</b>	The Well-being of Future Generations Act sets out, as part of the sustainable development principle, five ways of working that Public Bodies must take account of when discharging their duties under the Act. These ways of working are Long-term, Prevention, Integration, Collaboration, Involvement. You can read more about them <a href="#">here</a> .
<b>Future Generations Xchange</b>	This was a series of three events (one in person and two online) led by Welsh Government to share practice and learning on embedding the Well-being of Future Generations agenda across the Welsh civil service and wider public sector.
<b>Future Generations Leadership Academy</b>	This is a partnership programme led by the Future Generations Commissioner for Wales to support young people with opportunities to learn and enhance their leadership skills in Wales today and in the future.
<b>Future Trends Report [Welsh Government]</b>	Under the Well-being of Future Generations Act, Welsh Ministers have a statutory duty to produce a Future Trends report with key social, economic, environmental and cultural trends that could affect Wales in the future, as well as any related analytical data and information.
<b>Futures Training</b>	Training in foresight and futures techniques to enable staff to more effectively consider long-term trends and impacts.
<b>Grants Assurance Panel [Welsh Government]</b>	Set up in September 2018 to provide advice, challenge and assurance to Welsh Government grant managers of new grant schemes. There is an in-built opportunity to ensure the themes of the Well-being of Future Generations Act are fundamental in the grant's development.



<b>Implementation Gap</b>	The gap between Welsh Government’s policy aspirations and the reality of their implementation. This can be due to a lack of capacity, training, resources, increased confusion for local deliverers etc.
<b>Integrated Impact Assessment</b> <b>[Welsh Government]</b>	Impact assessment prompts and guides policymakers to gather, and if necessary, seek evidence so as to improve the development of a policy or delivery plan, or inform a change of direction in policy or delivery. It is a methodology to help in the development and implementation of policy. Integrated Impact Assessments is a tool for considering and capture the impact identified.
<b>Internal Control Questionnaire</b> <b>[Welsh Government]</b>	This is a questionnaire that Welsh Government Directors have to complete annually to provide the Permanent Secretary with their self-assessments of internal control, governance and risk management and their considerations about how effectively they believe controls have operated throughout the financial year. More information can be found on page 123 <a href="#">here</a> .
<b>Learning Lab</b> <b>[Welsh Government]</b>	The Learning Lab is an online learning and development system available to all Welsh Government staff. This provides a range of resources and opportunities to enable staff to participate in learning from any environment.
<b>Ministerial Advice, Ministerial Briefings</b>	The advice civil servants prepare for the Welsh Ministers on any given issue.
<b>Ministerial Deep Dive</b> <b>[Welsh Government]</b>	An approach taken by Welsh Ministers to explore specific policy areas in detail to identify lessons from the past and select the most effective way forward. An example of this is the <a href="#">Trees and Timber Deep Dive</a> .



<b>One Welsh Public Service</b>	An approach to public services in Wales that aims through collaboration and shared values to create a more integrated public sector and a culture that is open and transparent and enables people achieve their potential.
<b>[Welsh Government Well-being of Future Generations] Oversight and Enabling Group</b>	The Group was established to support, enable and act as a catalyst for the leadership and direction of internal Welsh Government work streams contributing to the implementation of the Well-being of Future Generations Act. It aims to provide oversight on Welsh Government progress relating to the Act.
<b>Organisation for Economic Co-operation and Development (OECD)</b>	The OECD is an international organisation that works with governments, policy makers and citizens to establishing evidence-based international standards and finding solutions to a range of social, economic and environmental challenges. More information can be found <a href="#">here</a> .
<b>People Survey [Welsh Government]</b>	The People Survey is an annual survey run by the UK Government to look at civil servants' attitudes to and experience of working in government departments. Welsh Government's People Survey measures employee engagement and aims to improve organisational performance, service delivery and staff well-being.





<b>Performance Framework [Welsh Government]</b>	The Welsh Government Performance Framework was adopted as the approach for monitoring the performance of the Welsh Government Civil Service in 2019. The framework is based on the International Civil Service Effectiveness Index and has been adapted to align with Welsh Government's strategies, priorities and objectives through consultation with the Board, senior managers and researchers. The aim of the Welsh Government Framework is to drive improvements in the organisational effectiveness of the Welsh Civil Service by focusing on operational performance and the responsibilities of the Permanent Secretary in respect to the running of the organisation.
<b>Policy Base Camp [Welsh Government]</b>	This is an in-depth training offer for senior policymakers (Deputy Director and above), which includes modules on different topics and requirements related to policymaking.
<b>Policy Capability Framework [Welsh Government]</b>	The Welsh Government Policy Capability Framework describes the knowledge, skills and behaviours needed to design and deliver policy. The Framework is grounded in the Welsh Government approach to policymaking, including a focus on policymaking behaviours to ensure policy is developed in a sustainable way (using the five ways of working).
<b>Policymaking</b>	The process of developing and delivering policies in specific areas (like transport, decarbonisation, equality etc.) especially by governments and public sector organisations.
<b>Policymakers</b>	The civil servants responsible for designing and developing of policies.



<b>Policy Delivery Guidance [Welsh Government]</b>	Policy guidance provided for policy makers in Welsh Government to develop deliverable new policies and initiatives that are based on proper engagement and the best available evidence. The guidance covers aspects such as the analysis and use of evidence, engaging on policy, assessing impact, legislation and policy making principles.
<b>Programme for Government [Welsh Government]</b>	The <a href="#">Programme for Government</a> sets out the Welsh Governments objectives and commitments over the period of government.
<b>Public Services Boards</b>	<a href="#">Public Services Boards</a> were set up under the Well-being of Future Generations Act to encourage collaboration and integration in the delivery of public services. Public Services Boards have a duty to improve the cultural, economic, social and environmental well-being of their area by contributing to the achievement of the well-being goals. Their statutory members are the local Council, the local health board, the local fire and rescue authority and Natural Resources Wales, but other bodies, such as the Welsh Ministers and relevant voluntary organisations, must be invited to participate.
<b>Sustainable Development</b>	Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.
<b>Sustainable Development Principle</b>	The sustainable development principle means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. The principle includes 5 ways of working that public bodies are required to take account of (see above).



<b>Shaping Wales Future Blog</b> [Welsh Government]	Set up to allow dialogue with stakeholders on the work to set National Milestones, update the National Well-being Indicators, and develop the next Future Trends Report for Wales. It includes a series of posts focusing on Milestones, Indicators and Trends.
<b>Sustainable Futures Division</b> [Welsh Government]	A division within the Chief Operating Officers Group of the Welsh Government that supports Ministers in the delivery of their policy objectives for the well-being of future generations agenda. The division includes responsibilities for the Well-being of Future Generations (Wales) Act 2015, the Future Trends Report and improving policy making and policy capability within Welsh Government.
<b>Sustainable Futures Architecture</b> [Welsh Government]	This is an evidence-based description from Welsh Government's understanding of how they need to be applying the five ways of working.
<b>Sustainable Development Coordinators Cymru Plus (SDCC+)</b>	A professional network of policy-makers and practitioners embedding sustainable development in public sector organisations, responding to the Well-being of Future Generations Act.
<b>'Team Wales' Approach</b> [Welsh Government]	An approach introduced by Welsh Government to realise Wales' ambition of becoming a low carbon economy and help to tackle climate change. This work will be headed by the Partnership Council for Wales and made up of representatives from across the Welsh public sector.
<b>Three Horizon Workshop</b>	The Three Horizons Toolkit has been developed by Public Health Wales and the Future Generations Commissioner's Office to help public bodies avoid making decisions that don't stand the test of time. It is based on a model developed by Bill Sharpe and the International Futures Forum.



<b>UX Lab Community [Welsh Government]</b>	A Welsh Government project to establish an in-house user research and user testing lab service in order to support embedding User Research and User-centred Design within Welsh Government policies and services. Applying these approaches supports greater citizen and stakeholder involvement and collaboration.
<b>Well-being Duty on public bodies</b>	Certain public bodies in Wales have a legal duty to carry out sustainable development; this is the well-being duty in the Well-being of Future Generations (Wales) Act. In carrying out this duty, public bodies must set and publish objectives designed to maximise their contribution to achieving each of the well-being goals and take all reasonable steps in meeting their objectives.
<b>Well-being goals</b>	The seven well-being goals in the Well-being of Future Generations Act, setting out a shared vision for well-being in Wales. The Act includes a detailed description of each goal. The goals are a holistic set of seven and should not be considered in isolation.
<b>Well-being objectives</b>	Under the Well-being of Future Generations Act, public bodies (including Welsh Government) must set and publish well-being objectives that maximise contribution to the seven well-being goals. They must then take all reasonable steps to meet these objectives.
<b>Welsh Transport Appraisal Guidance</b>	A Guidance to be used in the development and appraisal of transport proposals promoted or funded by Welsh Government.
<b>Well-being of Future Generations National Stakeholder Forum</b>	The forum provides oversight and advice on the implementation of the Well-being of Future Generations Act. It is chaired by Welsh Government and its membership reflects the scope and breadth of the Act and the sustainable development agenda in Wales.

**WG2025**  
**[Welsh Government]**

WG2025 is the Welsh Government's three-year programme for organisational development and a platform for the conversation with everyone who works here about the changes and improvements they need to make.

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