

Academi Arweinyddiaeth
Cenedlaethau'r Dyfodol

Future Generations
Leadership Academy



Future Generations Leadership Academy 2021- 22

Impact Report
Summer 2022



Thank yous	2
Overview	4
Highlights	5
Challenges	6
Impact	6
Summary in stats	6
Organisational/sectoral level impact	6
Reverse Mentoring	8
Action Plans	9
Feedback	10
Individual leadership development	11
Participant experience and feedback	13
Participant journeys	14
Participant A	16
Participant B	17
Recruitment and the cohort	19
Cohort breakdown	19
Programme delivery	20
Programme modules and content	21
Individual sessions	22
Building a community	26
Communication platforms	26
Informal networking opportunities	28
Dysgu	29
Alumni Network	30
Programme development	31
Practising the five ways of working	31
Recommendations for future programmes	33
Sponsors/fundraising	33
Recruitment	34
Curriculum	34
Delivery	34
Monitoring, evaluation and learning (MEL)	35
Appendices	35
Appendix 1: Full list of the 25 organisations with participating young people	35
Appendix 2: Full list of Reverse Mentees (senior leaders)	36
Appendix 3: Full list programme facilitators and guest speakers	37
Appendix 4: Cohort post-programme peer focus group notes	38



Thank yous

This programme would not have been possible without the amazing support we received from some excellent individuals and organisations.

David Alwen Williams, North Wales Ambition Board	Jane Davidson, University of Wales Trinity Saint	Sarah Rees, Oxfam Cymru
Andrew Goodall, Welsh Government Permanent Secretary	Jane Hutt MS, Minister for Social Justice	Shahinoor Alom, Muslim Council of Wales
Andy Jones, Milford Haven Port Authority	Jeremy Evas, Prosiect 2050, Welsh Government	Shavanah Taj, General Secretary of Wales TUC
Andy Middleton, the TYF Group	Jimmy Paul, Well-being Alliance Scotland	Shefali Sharma, Coach and MBTI Practitioner
Anna Humphrey, Dwr Cymru	Jo Whitehead, Betsi Cadwaladr University Health Board	Sian Harrop-Griffiths, Swansea Bay University Health Board
Anthony Hunt, Torfaen County Borough Council	Jordan Doherty, Office of the Children's Commissioner for Wales	Simon Williams, Cardiff University
Arts Council Wales	Katherine Trebeck, Wellbeing Economy Alliance	Sion Griffiths, Dwr Cymru
Arup	Lyndsey Rawlinson, Natural Resources Wales	South Wales Police and Crime Commissioner
BBC Cymru	Mike Corcoran, Co-production network/Glyndwr University	Sue Husband, Business in the Community
Capital Law	Natural Resources Wales	Susie Ventris Field, Welsh Centre for International Affairs
Catherine Mealing-Jones, Brecon Beacons National Park Authority	Noel Mooney, Football Association of Wales	Tegryn Jones, Pembrokeshire Coast National Park Authority
Cerys Furlong, Chwarae Teg	Noreen Blanluet, Co-Production Wales	Dr. Tolani Somoye, Race Council Cymru
Costain	Olivia Hughes, Flintshire County Council	Tony Smith, Principality Building Society
Cwm Taf Morgannwg University Health Board	Paul Orders, Cardiff Council	Transport for Wales



Dafydd Gruffydd, Menter Mon

Disability Wales

Dr David Clubb, National
Infrastructure Commission for
Wales

Dwr Cymru/Welsh Water

Gethin Morgan, Ynys Mon County
Council

Helen Goddard, Conwy County
Borough Council

Huw David, Bridgend County
Borough Council

Hywel Woolf, Costain

Iain Mansfield, Principality
Building Society

Peter Perry, Dwr Cymru

Phillipa Marsden, Caerphilly
County Borough Council

Public Health Wales

Race Council Cymru

Rhodri ap Owen, Camlas

Ruth Marks, Chief Executive of
Wales Council for Voluntary Action

Sam White, Costain

Sarah Hopkins, Cynnal Cymru

University of South Wales

UpRising

Uzo Iwobi, Race Council
Cymru

Valleys Kids

Wales Millennium Centre

WCVA (Welsh Council for
Voluntary Action)

Welsh Government

Wendy Walters,
Carmarthenshire County
Council

Wrexham County Borough
Council

Thank you.



1. Overview

Born out of one of the priorities of the Future Generations Commissioner for Wales, to build skills, knowledge and learning fit to ensure Wales achieves the [7 Well-being Goals](#), the Future Generations Leadership Academy is an innovative development programme led by the Commissioner, Sophie Howe. The programme piloted from December 2019 to October 2020 and ran again from November 2021 - June 2022.

The programme was and continues to be innovative and ambitious in its approach to developing both young leaders and, simultaneously public, private and third sector organisations across Wales in line with the Well-being of Future Generations Act (WFGA). A full breakdown of the programme aims and objectives are available to read in the [2021-22 Programme Brochure](#).

This report presents a collection of the early evidence demonstrating the impact of the 2021-22 programme, including evidence gathered through baseline and endline participant questionnaires and individual participants monthly reflection logs, and feedback questionnaires given to Reverse Mentees and line managers of participants.

With no comparable programme of its kind working to improve the implementation of the WFGA in Wales, early analysis of impact data demonstrates a **substantial and important impact at organisational and sectoral level across Wales**, along with a **clear appetite for the further development and delivery of the Academy programme**.

Overall, participants self-reported that they had **improved significantly in all areas** of development set out in the learning outcomes, including **Challenge; Application of the WFGA** (the 5 Ways of Working); **Understanding of the WFGA** (the 7 well-being goals); **Skills; Confidence; Networks**; and **Self awareness**¹. These trends build on the impact of the Academy's pilot programme, where developments in the cohorts' Confidence and ability to Challenge was significant.

Analysis of the impact data included in this report show the Academy as starting to **build a movement of young, passionate, well connected, united leaders across Wales**. This report demonstrated the significant potential the Academy has to continue empowering and giving momentum to this movement, upskilling and developing young people whose values align with the WFGA to support them into meaningful positions of leadership in Wales and further afield. The impact evident from this Academy programme and the pilot before it promise **an exciting acceleration for the implementation of the WFGA** in Wales, with the Academy playing a vital role in ensuring the **practices, understanding and motivation for the Act are developed across generations of leaders**.

¹ 27 participants returned both the pre and post programme survey for comparative analysis.



The early years of the Academy, alongside other important initiatives in Wales such as the Welsh Youth Parliament, have contributed to a foundation for long-term change to policy making and delivery, with young people at the centre of this. The Academy has and should continue to give permission to young people to lead, and vice versa, give permission to leaders to look to and empower their young people. With **careful development, meaningful involvement encouraged from both young people and partner organisations, and effective resources allocated to the Academy and Alumni Network, the Academy appears to be on track to improve its delivery of impact in the coming years, with many sponsors, partner organisations and prospective young leaders.** This is an exciting time for the Academy and for its potential to engage with and influence youth leadership on a UK and international level, whereby current and future Academy cohorts and alumni members could, and should be encouraged to, join the global conversation on policy making for future generations.



Above: A group shot of the cohort with FGC Sophie Howe at the Academy Graduation event at the Wales Millennium Centre on 15th June 2022.

Highlights

- Achieving a cohort of diverse young people from across Wales, with 45% of the cohort coming from outside of Cardiff.
- Effective hybrid delivery of the programme with 100% of the cohort engaging with the Academy online through the digital delivery platforms.
- High retention and engagement of the cohort, with 94% of those enrolled onto the programme still active participants through to graduation.
- Recruitment of 31 excellent Reverse Mentees representing the most senior leaders from organisations across Wales' public, private and third sectors.



Challenges

- Covid-19 pandemic and related rules meant that we were unable to bring the cohort together face to face during the early months of the programme (Nov 2021 - Mar 2022), meaning the first time the cohort met in a physical space was April 2022. This meant that whilst the cohort were supported to get to know each other and connect, this did take longer to happen.
- Ongoing development of programme modules taking place during programme delivery due to a lack of development time prior to the programme beginning. This meant that different modules did not work as seamlessly as they could have alongside each other and on occasion the team and cohort experienced pinch points (for example when Reverse Mentoring and Action Plans were launched within weeks of each other).

2. Impact

Summary in stats

- **32** participants
- **27 sessions** held over **17 events**, including approximately two sessions a month and six days of face-to-face delivery, with a total of **70 contact hours**
- **31** Reverse Mentoring relationships
- **32** Future Generations Action Plans started by participants focussing on implementation of the WFGA within their organisation or community
- **41** facilitators and guest speakers representing **23** different organisations

Organisational/sectoral level impact

On average, data shows that the 2021-22 Academy programme has **already had a positive and significant impact at Wales-wide level.**

Evidence for this was collected in two questionnaires sent to Senior Leaders who took part in the Reverse Mentoring scheme as part of the Academy programme, and the line managers of participants taking part in the programme. Findings show:

- Over half of Reverse Mentees (senior leaders in Wales) reported that taking part in Reverse Mentoring with the Academy had **improved that senior leader's understanding and/or application of the Well-being of Future Generations Act in their organisation;**



- Over half of Reverse Mentees (senior leaders in Wales) reported that taking part in Reverse Mentoring with the Academy had **improved that senior leader's own leadership**;
- 100% of line managers of participants taking part in the Academy stated that taking part in the Academy had **supported the leadership of the participant** they line managed;
- 4 out of 5 line managers of participants taking part in the Academy stated that taking part in the Academy had **improved their direct team's understanding and/or application of the Well-being of Future Generations Act**, with some going on to share that this **improvement was already being seen at wider organisational level too**;

Aside from formal streams for the Academy to influence organisation and wider sectoral development in line with the WFGA, participants within the cohort were also encouraged to take initiative to inspire and lead change within their sponsor and home organisations. Some examples of this being delivered include participants presenting on and sharing their Academy learning with colleagues and leaders through written insights in company wide newsletters, presentations and talks to colleagues and a group of participants who were on the South Wales Industrial Cluster Deployment Project, undertaking a review of the Project through the lens of the WFGA.

With no comparable programme of its kind working to improve the implementation of the WFGA in Wales, the above findings demonstrate a substantial and important impact. Findings also show a **clear appetite for the further development and delivery of the Academy programme**, with **100% of Reverse Mentees** stating they would recommend other leaders across Wales to take part in a similar Reverse Mentoring scheme. Similarly, **100% of line managers** of participants taking part in the Academy stated they would recommend other managers to encourage young leaders in their team to participate in the Academy.



Above: The cohort's University of South Wales (USW) delegate, Jia Wei Lee presenting on the WFGA to a group of executives, directors, staff and graduate interns at a USW conference in July 2022.

Reverse Mentoring

31 Reverse Mentoring relationships have taken place on the 2021-22 Academy programme, inspiring collaboration across different sectors and organisations. Analysis shows that because of the Academy, individuals and teams across Wales sectors, some of whom had never connected before, worked together more closely to problem solve and develop in line with the WFGA.

The Academy experienced good interest in the scheme from senior leaders across Wales with 12 Chief Executives, 3 Directors, 2 Welsh Commissioners' offices, 3 Charity Leads and 3 Council Leaders participating. The full list of roles and organisations is available in the appendices.

The Academy experienced excellent buy-in to the scheme from Wales' senior leaders who reported that they saw the importance and benefits of the continuation of the project, with **100% of Reverse Mentees saying they would recommend other leaders across Wales to take part** in a similar Reverse Mentoring scheme and **94% sharing that they themselves would like to continue being involved in future Academy programmes**



in some way. Reflecting on their own development, 3 out of 4 Reverse Mentees also shared that they felt the process had **already improved their own leadership**, and similarly 69%, over $\frac{2}{3}$, also sharing that **taking part in Reverse Mentoring had improved their understanding and/or application of the WFGA**. Of the others many stated unprompted that the reason they had not experienced an improvement in their understanding was due to them already having a wealth of knowledge and experience in the WFGA.

Findings show key themes of the impact of the 2021-22 Academy's Reverse Mentoring scheme to include:

- **Senior leaders being genuinely challenged in their thinking in line with the WFGA;**
- **Senior leaders were inspired by their younger mentees;**
- **Senior leaders accessed valuable insight and knowledge of the WFGA.**

Action Plans

A core part of the Academy programme is the development of Action Plans. This takes place at the end of the programme and is focused on supporting participants to build on and action the learning developed through the Academy to drive change in their own organisations or community. The Academy has currently received 5 completed Action Plans from participants, with another 5 promised with explicit completion dates in the next month. The Academy continues to support others across the cohort to develop their ideas and Action Plans. This development will continue as participants move into the Academy alumni network.

These focus on organisations including USW, Welsh Government, Costain, Natural Resources Wales, Capital Law and Arts Council Wales. Topics include:

- Programme and Project Management in line with the WFGA
- Better embedding Cymraeg
- Championing equity and inclusivity of individuals from diverse communities
- Development of a "Climate Adaptation Strategy"
- 89% said they were **excited about the future of their Action Plan**
- 89% said that working on an Action Plan allowed them to practice the 5 Ways of Working
- 26% (over a quarter) said that their Action Plan had **already improved the implementation of the Act within my workplace/community**
- 93% said that working on an Action Plan improved their understanding of the WFGA in practice



Feedback

- 94% of Reverse Mentees who responded shared that their **overall experience of Reverse Mentoring with the Academy had been 'Good' or 'Excellent'**;
- 100% of participants' line managers rated their observations of the Academy to be **'Good' or 'Excellent'**
- 100% of line managers of participants taking part in the Academy stated they had enough insight to be able to support participants when they needed it.
- *"I wanted to be challenged in my thinking and I was in a wholly helpful and considerate way."* - Reverse Mentee **Jo Whitehead, CEO, Betsi Cadwalader University Health Board**
- *"This was a great opportunity to work with someone who has been part of the Leadership Academy and to learn from them. I thoroughly enjoyed the experience and it helped me to better understand the Future Generations Act and its practical application."* - Reverse Mentee **Sue Husband, Director BITC (Business in the Community) Cymru**
- *"It was an invaluable experience. To connect with someone so driven, who is doing all they can to make the world a better place, and who has so many ideas that are starting to come to fruition, was a reminder not to lose my own drive and that passion is so necessary in leadership"* - Reverse Mentee **Jimmy Paul, Director, WEAll (Wellbeing Economy Alliance), Scotland**
- *"I found the reverse mentor identified for me as being highly engaged, thoughtful and constructively challenging. He had prepared well for sessions, stimulated different ways of thinking and enabled me to take alternative viewpoints and actions on topics discussed"* - Reverse Mentee **Sian Harrop-Griffiths, Executive Director of Strategy, Swansea Bay UHB**
- *"I've benefited from my mentor's guidance and support. I was hugely impressed by his insight and knowledge of the Future Generations Act and also his focus on cutting edge sustainable energy solutions, and his potential to play a leadership role in his field of expertise. It's highlighted to me how much senior leaders can learn from young professionals who are poised to help transform the industries and society in the future"* - **Reverse Mentee Paul Orders, Chief Executive, Cardiff Council**
- *"[Participant] approached her time at the Academy enthusiastically and with purpose and I felt she was well supported in her efforts. She has been able to make valuable connections with peers across sectors, which is now benefiting her and her team, and is excited to turn her action plan into reality"* - (line manager) **Sebastian Hains, Head of Social Media, Welsh Government**
- *"I can see how taking part in the Academy has boosted her confidence especially the in person activities and reverse mentoring have been great in building her confidence and to prepare her for the next grade. She confidently managed her very busy workload along side the Academy which obviously she has thoroughly enjoyed"* - (line manager) **Cynthia Robins, Private Secretary, Welsh Government**



- *"I think the biggest challenge was supporting the young person to believe in their abilities and supporting them in relation to concerns about being "good enough" think the way that the academy was delivered has provided opportunity to meet new people and enabled a great deal of personal growth relating to self belief and personal value." - (line manager)*
Paula Hardy, South Wales Police and Crime Commissioner, Strategic Lead - Vulnerability and Victims



Above: A delegate lunch with members of the Academy cohort and the State Minister of Baden-Württemberg, Dr Florian Stegmann to discuss the importance of youth voice in decision making and sharing ideas on sustainability and participants' experiences on the WFGA.

Individual leadership development

The below table shows the difference in improvement of participants across the key objectives of the Academy programme.

Key:

- **% seeing improvement** - these figures show the percentage of the cohort that showed some improvement in the corresponding theory of change area. This includes any level of improvement, for example individuals whose answers to a question improved from strongly disagree to strongly agree, and also individuals whose answers to a question improved from agree to strongly agree, or alternatively anyone whose answers changed from strongly disagree to disagree.
- **% positive response before** - these figures show the percentage of the cohort who responded positively to a question relating to the theory of change area **before** taking part in the programme (for example, saying they agreed or strongly agreed that they understood the WFGA).



- **% positive response after** - these figures show the percentage of the cohort who responded positively to a question relating to the theory of change area **after** taking part in the programme (for example, saying they agreed or strongly agreed that they understood the WFGA).
- **PP increase in positive response** - these figures show the percentage point increase in positive responses - the difference between the two previous columns.
- **Average % increase** - these figures show the average increase in the theory of change area for an individual programme participant. For example, each participant improved their confidence levels by an average of 48%.

Theory of Change theme	% seeing improvement	% positive response before	% positive response after	PP increase in positive response	Average % increase
Challenge	67%	37%	75%	39%	41%
Application of the WFGA	60%	47%	70%	23%	36%
Understanding of the WFGA	59%	40%	68%	28%	31%
Skills	57%	50%	71%	22%	38%
Confidence	54%	60%	88%	28%	48%
Networks	49%	59%	76%	17%	33%
Self awareness	39%	58%	72%	14%	20%

All figures are rounded to the nearest whole number.

On average, survey respondents self-reported a difference of:

- 92% said they now **know where to access policy and good practice information on all seven of Wales' well-being goals**, with 68% having experienced an improvement in their ability to do this
- 96% are leaving the programme feeling they **confident in their ability explain the purpose and workings of the WFGA to colleagues and their community**, with 76% having experienced an improvement in their ability to do this
- 96% of the cohort are leaving the programme reporting they are good at starting **conversations with others from different backgrounds**, with 72% of the cohort experiencing an improvement in their **ability to practise Equity Approach** in their work and 96% feeling that they **understand their own privilege**
- 88% are leaving the programme feeling confident in **challenging traditional ways of working within their workplace or community**, with 88% now also feeling **able to challenge their colleagues**, and 80% feeling able to **challenging decisions that have already been made within their workplace or community**



- 80% said they now feel able to **challenge those senior to them**, 76% seeing improvement in this area
- 96% of the cohort are leaving the programme reporting **their network includes people from a diverse range of different sectors and backgrounds**, with 100% of the cohort expressing that they now **feel that Leadership is “about developing others”**

Participant experience and feedback

- 100% of the cohort also agree or strongly agree with the following statements:
 - I enjoyed taking part in the programme;
 - The programme has benefited my professional development;
 - I would like to be involved in future opportunities with the Alumni network;
 - The programme team were kind and supportive
- *"The Academy gave me the **creative freedom** to create and implement change in my organisation at a level that would not have been possible without it."*
- *"In both my professional and personal life, my perspective on everything has changed - **I now find myself always questioning, challenging, and looking to improve things** for the well-being of those around me and the planet. I can't thank the team enough for the positive impact they, and this programme, have had on me and the way I see the world."*
- *"It helped me **develop a network of passionate young people** from a range of fields that I can rely on to get a **more rounded perspective on diverse topics**."*
- *"The academy gave me a newfound family I could count on, with visionaries all working towards the greater good in which I have never expected. **It gave me the faith in myself and people around me to be more conscious in decision making and champion things for the long run and long term**."*
- *"I feel that I have a much better understanding now of how my organisation's delivery could **influence areas that are outside of our principal focus**. I am in a much **better place now to work with other organisations** to deliver outcomes in a way that is collaborative."*

I am ...



Above: A screenshot of an activity exploring the diversity of words participants within the cohort used to talk about their identities during an online session.

Participant journeys

Key themes:

- **Now being part of something 'bigger'**
- Being made to **feel like they 'belonged'**
- **Inspired** by the speakers and guest facilitators on the programme
- Many 'small but special moments' were experienced by participants throughout the programme. Themes included:
 - Personal development due to the diversity of the cohort and appreciation of the opportunities the Academy facilitated to meet and connect with so many different young people - **learning and developing from each other**
 - **Watching each other develop in confidence**
 - Becoming more self aware
 - Meeting and gaining insight from the **Academy and wider FGC team**
 - **Dysgu sessions** (Hearing each other present their lives/experiences/projects/passions.)
 - Feeling of **optimism/empowerment for a brighter future**
 - Hearing the **'human' side of some of Wales most senior leaders** during interactions with them



During their time with the Academy, participants were invited to complete an individual Monthly Reflection Log. These logs offered participants a formal way to individually reflect on their journey with the Academy, with logs sent out at the end of each month asking questions with text box answers for participants to complete, as shown in the image below.

**Ydych chi wedi profi unrhyw 'eiliadau bach ond arbennig' hyd y mis yma? /
Have you experienced any 'small but special moments' this month?**

*

'Eiliadau bach ond arbennig' - efallai mai'r rhain yw'r caredigrwydd a ddangosodd rhywun ichi; yr amser a roesoch i rywun arall; gweithgaredd yr Academi y gwnaethoch chi wirlawenydd ynddo; neu'r enghraifft a barodd ichi wenu./'Small but special moments' - these might be the kindness someone showed you; the time you gave someone else; the Academy activity you took real joy in; or the example that made you smile.

The final questions asked participants to reflect on how they were feeling in relation to their own leadership that month in relation to the WFGA, as shown in the image below.

**Ar raddfa 1 - 5, pa mor hyderus ydych chi'n teimlo fel eiriolwr dros Ddeddf Llesiant
Cenedlaethau'r Dyfodol? / On a scale of 1 - 5, how confident do you feel being an advocate for the
Well-Being of Future Generations Act?**

*

- ☐ 1 - Hyderus iawn / Very confident
- ☐ 2 - Hyderus / Confident
- ☐ 3 - Braidd yn hyderus / Somewhat confident
- ☐ 4 - Ddim yn hyderus iawn / Not very confident
- ☐ 5 - Dim hyder / No confidence

Submit

The two case studies below provide insight into the individual journeys of two Academy participants. The quotes provided are extracts collected from entries to participants' Monthly Reflection Logs:



Participant A

During the first months where the Academy aimed to deliver a series of context setting workshops where participants met the Commissioner and various members of her team, Participant A reflected in depth on how the programme was starting to **encourage their thinking around the different Well-Being Goals**, noting “following the second half of Sophie's Ted Talk I'd like to learn more about how the Act is shaping policy in Cardiff. I live in Cardiff and Air Quality is a big issue for me so I'd be intrigued to learn more about the policy the FGA is shaping there. It would also be interesting to learn how the FGA has shaped any policies outside of South Wales.”

Throughout their monthly reflections this participant also reflected on their less formal taking aways, sharing, as many others also did in their reflections, about the smaller **moments of connection and feeling that made their experience with the Academy meaningful for them**: “a small but special moment occurred in the session on 26/01 when everyone was enjoying the Disney music. I think that musicals and Disney music is great and I loved how a lot of people in the cohort clearly felt the same way and were visibly singing along (while on mute) into their cameras. It was only a small moment but it made me feel joy and excitement at meeting everyone (and having a sing along)!”

This participant was also thoughtful in their reflections about the skills and values sessions delivered by UpRising, sharing that “during the advocacy session there was a bit where where we had to answer "yes/no" to all the questions on privilege. I felt a strange cocktail of emotions after discovering I scored the highest score possible - a mix of guilt and shock. The big moment came when we started discussing advocacy and I realised I can become an advocate for those less privileged. It was a lightbulb moment on how privileged I have been and how I can do a lot more to use my privilege for positive outcomes for others.” This kind of reflection can be viewed as the Academy having significant impact to individuals within the cohort, as it implies **a change in mindset and behaviour of the participant which would then translate to influence not only their own leadership but the leadership of others around them**.

Following the Academy's away days in Wrexham in April 2022, this participant enthusiastically shared the impact that being part of such a diverse cohort was having on them: “To meet other young, talented and like-minded people gave me real hope that Wales can work through the challenges we are facing currently. For me the biggest moment of Wrexham was the Welsh language session, the way we shared our experiences and will now hopefully deliver change in that area was incredible.” Here we can see that even before the halfway point of the programme, **the cohort were connecting and learning from each other in a meaningful way**. They also shared that despite being in such a diverse group, “**I was so pleased to feel like I belonged** there and that is a huge confidence boost for me.”



In their final reflection log, this participant looked back at their Academy journey and considered the impact the programme had had on them: “**It has inspired me to challenge the norm, to be the change I want to see** and to at least begin. Looking back to when I started FGLA, **I can definitely see how I've progressed in confidence regarding the WFGA** and how it can be utilised/put into practice.”

Participant A also demonstrated a **clear and continuous development in their own leadership**, with their monthly answers to the question asking if that month's Academy content had enhanced their leadership journey being 'Agree' or 'Strongly Agree' each time. This notable development was also evident in Participant A's answers to the question asking **how confident they felt being an advocate for the WFGA**, with their monthly answers going from a 3 at the beginning of the programme, to a 5 by the end of the programme, on the scale of confidence, where 1 = no confidence and 5 = very confident.

Participant B

During the first months where the Academy aimed to deliver a series of context setting workshops where participants met the Commissioner and various members of her team, Participant B reflected that the “biggest moment” for them was “hearing about the Future Generations Act from Sophie” and that they were “amazed at just how much work goes on behind the scenes to bring about change”.

Another early reflection shared “ever since starting the Academy, I'm a lot **more curious about varying issues we are facing in society**, constantly thinking of ways to problem solve and I've also applied this skill to my work. I've also become more confident talking to people from different professional backgrounds.” This reflection is consistent with one of the key themes coming from our analysis of participant impact data, where individual members of the cohort experienced a **significant improvement to their motivation and inspiration to make change in the world around them, and their confidence and ability to work effectively with different people**.

Their reflections both on their development of knowledge and skills aligns closely to the programme timetable, for example, reflecting on the month the cohort met Deputy Commissioner Marie Brousseau-Navarro for a session dedicated to legislative powers of the WFGA, they shared: “Learning about just how much legislation underpins the Future Generations Act. I love that the report is evidence based, factual and the basis is some of the UN guidance.”

A theme throughout this participant's reflection entries from the early logs through to the final entry was them **feeling part of 'something bigger'** - “I was realising that I am now a part of something much bigger, something that matters. I'm just really grateful to be a part of the Academy.”



As the programme progressed into the upskilling and workshop sessions, this participants' passion **to share their learning and become an advocate for the WFGA** became more evident: "I want to be able to share it and educate people about it. Therefore I need to put in the time really delving into the Future Generations Act and how it can be applied to my field of work and broader." They described their day to day experience to be positive, sharing that "the team looking after us and educating us have been really supportive and informative. That's made it easier to settle in."

As Spring came and the Academy began the Reverse Mentoring element of the programme, this participant shared their excitement and positive early experiences of the scheme, describing the process to be "a fascinating journey" and sharing the optimism and empowerment that the opportunity had given them: "Just that **you can be just as inspirational regardless of how 'small' you think you are.**"

Their reflections regularly illustrated their inspiration and motivation to continue developing their understanding of programme topics beyond the sessions delivered by the Academy, for example "last week I read the full Future Generations Act report and the statistics were eye opening. Being apart of this academy is helping me make better decisions in all aspects of life." Here it is also clear to see the **personal impact the Academy was able to have on individual participants**, as many reflected on their bringing of the WFGA values and practises into their personal lives as well as professional spaces.

Like Participant A, Participant B also demonstrated a **clear and continuous development in their own leadership**, with their monthly answers to the question asking if that month's Academy content had enhanced their leadership journey being 'Strongly Agree' every time. This notable development was also evident in Participant B's answers to the question asking **how confident they felt being an advocate for the WFGA**, with their monthly answers going from a 3 at the beginning of the programme, to a 5 by the end of the programme, on the scale of confidence, where 1 = no confidence and 5 = very confident.



Above: Members of the cohort socialising and reflecting at the FGC offices in Cardiff following the final programme event in June 2022.

3. Recruitment and the cohort

The Academy recruitment strategy included three strands:

- 14 participants put forward and **sponsored by partner organisations** (one of which, Welsh Government, put 6 participants forward to participate)
- 3 participants **recruited through third sector organisations** sponsored by the Academy
- 11 participants recruited through **open pan-Wales application process**

Below are details of the numbers of individuals engaging with different stages of the open recruitment process.

Applications	Video Interviews	1:1 Interviews	Started	Completed
83	57	16	11	11

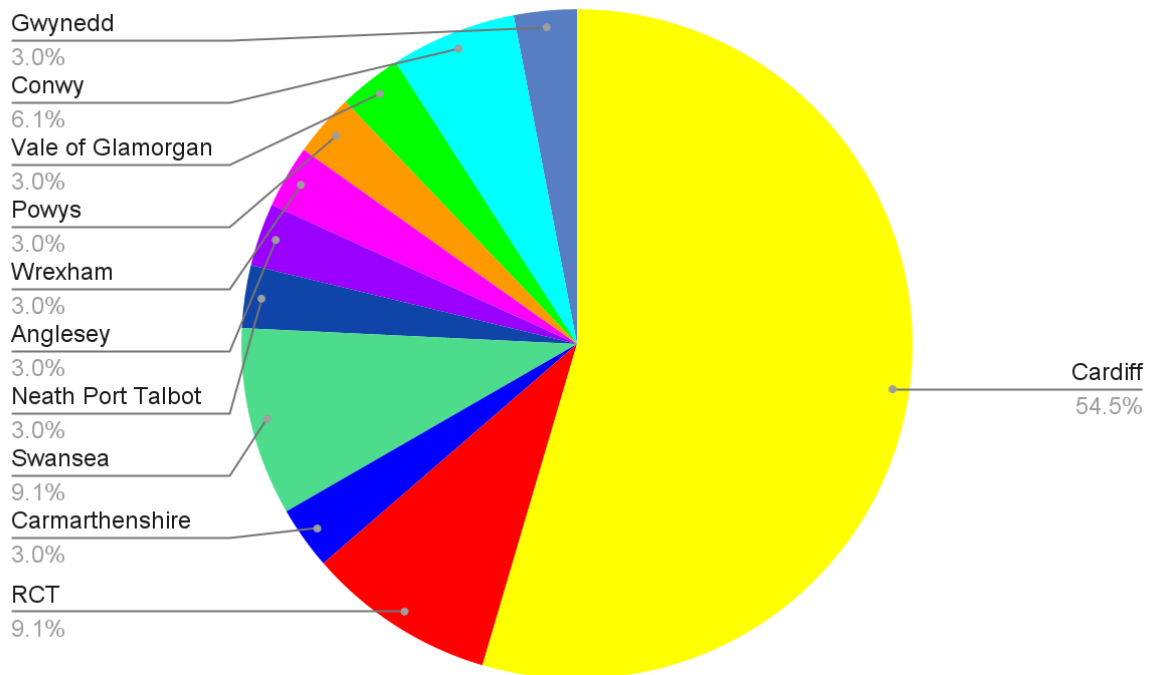
Cohort breakdown

- Female (18); Male (11); Non-binary (1); Prefer not to say (2)
- Participants spoke a total of **13 different languages**, including 10 participants who identified as **Welsh speakers**



- Diversity of participants' backgrounds included individuals who identified as White English, White Welsh, White British; Black African; Asian or Asian British; Bangladeshi; Filipino; Sri Lankan Tamil; Chinese; Indian; Pakistani; with **28% participants identifying as Black or Ethnic Minority**
- 15 participants reported that **neither of their parents had attended University**
- All participants, apart from those who attended school outside the UK, were educated at UK state run or state funded schools
- 10 identified as LGBTQ+, including representation from the trans community
- **3 identified as being a disabled person** and 5 others who identified as having **additional needs or vulnerabilities**
- There was also representation of **care leavers** and individuals with **caring responsibilities** including caring responsibilities for a child or children and an adult; caring responsibilities for a child or children; and Caring responsibilities for an adult

Below shows the number of participants representing different regions across Wales.



4. Programme delivery



Programme modules and content

Module	Timeline	Detail/objectives
Building knowledge around the WBFG Act	Nov - Jan	Participants received training on the Act, how it works and how they can apply it through engagement with the FGC team. Themes included how the FGC team operates , the legislation and powers of the Act and the wider context of power and policy in Wales .
Developing Leadership skills	Jan - May	A series of interactive and practical workshops that focused on building the skills needed to lead for future generations . Themes included working with people from different backgrounds, emotional intelligence and empathy, resilience, advocacy, communications and project management for sustainable development.
Individual action plans	Jan - May	Participants were guided through a process of identifying and then developing a plan to deliver positive change in their organisation , sector or community in line with the WFGA. Supported by FGC Change Makers, individuals were encouraged to use an Academy framework for FG projects and put their newly developed skills and knowledge into practice .
Reverse mentoring	Feb - Jun	This innovative element of the Academy saw us turn the traditional mentoring process on its head . Participants were upskilled in mentoring and influencing decision makers 1:1 in preparation for being matched with a current CEO in Wales who they then worked with on a 1:1 basis to explore organisational culture and workshop solutions to challenges faced by their CEO's organisation.
Leadership in Action	Mar - Jun	A series of sessions to build knowledge and insight by learning from the expertise and experiences of current sustainable development leaders from the world of sustainable development.
Graduation	Jun	The programme culminated in a showcase of participant's work and experiences with a formal graduation event at Cardiff Bay's Wales Millennium Centre with guest speakers including Permanent Secretary of the Welsh Government, Andrew Goodall and Future Generations Commissioner for Wales, Sophie Howe.
Join the alumni network	Jun - Jul	Following the completion of the Academy programme, the cohort are currently being welcomed into the Academy Alumni Network . One of the groups first tasks includes



working with Welsh Government for the upcoming recruitment of the next Future Generations Commissioner for Wales.



Above: The cohort in Wrexham following a day of hearing from Public Bodies on how they are implementing the WFGA.

Individual sessions

Please see below our programme timetable, including a breakdown of individual sessions delivered along with details of guest facilitators and speakers.

Date	Session	Facilitators and guests speakers
17/11/21	Introduction to the Academy	Core delivery team: Jonathan Tench , International Partnerships & Networks Change Maker; Najma Hashi ; Change Maker Support, Libbi Prestidge , Senior Programmes Development Officer, UpRising; Nisani



		Gnanasoorian , Programmes Delivery Officer, UpRising; Meghan Causer , Senior Programmes Delivery Officer, UpRising.
24/11/21	Meet the Commissioner and the Alumni	Sophie Howe , Future Generations Commissioner for Wales; Emily-Rose Jenkins , Academy Alumna; Dan Tran , Academy Alum
08/12/21	The work and roles of the Commissioner's Team	FGC team members: Heledd Morgan , Lead Change Maker; Jacob Ellis , Lead Change Maker: Public Affairs and International; Dominic Francis, Digital Communications; Eurgain Powell , Change Maker; Eleri Williams , Equality; Sandy Clubb , Involvement Artist; Christian Servini , Change Maker.
11/01/21	The Legislation and Powers of the WFGA	Marie Brousseau-Navarro , Chief Operating Officer and Deputy Commissioner
26/01/22	Reflections on the WFGA	Content delivered by UpRising.
09/02/22	Influencing Leadership and Reverse Mentoring	Content delivered by UpRising.
23/02/22	Privilege and Advocacy	Content delivered by UpRising.
09/03/22	Co-Production	Noreen Blanluet , Co-Production Wales
17/03/22	Leadership in Action with Jane Hutt MS Self Management and Resilience	Jane Hutt MS , Minister for Social Justice Content delivered by UpRising.
23/03/22	Leadership in Action with Katherine Trebeck Introduction to WBFG Action Plans	Katherine Trebeck , co-founder of the Wellbeing Economy Alliance Action Plan content delivered by UpRising.
07/04/22 - 09/04/2022	Residential in Wrexham including: <ul style="list-style-type: none">• Leadership in a bilingual country• The role of Public Service Boards• Natural Resources Wales and	Jeremy Evas , Head Prosiect 2050, Welsh Government. Olivia Hughes , Social Value Development Officer Flintshire County Council; Helen Goddard , Heritage and Culture Manager, Conwy County Borough Council; Gethin Morgan , Business Planning and Programme Manager, Ynys Mon County Council; Mike Corcoran , Co-production



	<p>implementation the WFGA, in a North Wales context</p> <ul style="list-style-type: none"> • Race Council Cymru in North Wales, supporting and advocating for a More Equal Wales • Wrexham City of Culture Bid • Understanding Self and Others 	<p>network/Wrexham Glyndwr University.</p> <p>Lyndsey Rawlinson, Head of North East Wales Operations, Natural Resources Wales.</p> <p>Dr. Tolani Somoye, Race Council Cymru (Black History Wales Arts Engagement Officer North Wales).</p> <p>Craig Colville, Stephen Kenyon-Owen and Emily Reddy, Wrexham City of Culture Bid, Wrexham County Borough Council.</p> <p>Shefali Sharma, Coach and MBTI Practitioner</p>
20/04/22	How to Think Like A Comms Pro (Pitching your project for buy in)	Simon Williams , Communicating Causes, Cardiff University
04/05/22	The 5 Ways of Working in Practice	Petranka Malcheva , Change Analyst (Correspondence, Legislation and Policy)
18/05/22	How Wales Works	Rhodri ap Owen , Managing Partner & Co-Owner, Camlas
30/05/22	<p>Away day in Newport including:</p> <ul style="list-style-type: none"> • The role of Newport and Gwent Public Bodies • How Dwr Cymru develops community projects based on the WFGA • Collaboration, sharing and support session for WFGA Action Plans 	<p>Sion Griffiths, Dwr Cymru; Shahinoor Alom, Muslim Council of Wales.</p> <p>FGC team members: Jacob Ellis, Lead Change Maker: Public Affairs and International; Petranka Malcheva, Change Analyst (Correspondence, Legislation and Policy); Claire Rees Media Lead; Louisa Neale, People and Culture Change Maker Lead; Heledd Morgan, Lead Change Maker.</p> <p>Action Plan content delivered by UpRising.</p>
15/06/22	<p>Graduation event, including:</p> <ul style="list-style-type: none"> • Welcome speech • Keynote speech • Stakeholder Panel • Participant panel 	<p>Sophie Howe, Future Generations Commissioner for Wales.</p> <p>Andrew Goodall, Welsh Government Permanent Secretary.</p> <p>Jeremy Evas, Head Prosiect 2050, Llywodraeth Cymru / Welsh Government; Hywel Woolf,</p>



		<p>Consultancy Discipline Lead Environment, Costain; Susie Ventris Field, Chief Executive, Welsh Centre for International Affairs</p> <p>Participant speakers/panellists: Kiara Sullivan; Laura Truelove; Sabiha Azad; Samer Karrar; Ffion Mitchell; Jia Wei Lee; Huw Williams</p> <p>Various guests.</p>
16/06/22	<p>Reflection day, including:</p> <ul style="list-style-type: none"> • Advising Dwr Cymru on their long term WFGA strategy • Peer to peer focus groups • Entering the Alumni Network 	<p>Anna Humphrey, Dwr Cymru Welsh Water.</p> <p>Content delivered by UpRising.</p>



Above: The cohort together for an Academy residential in Wrexham in April 2022.

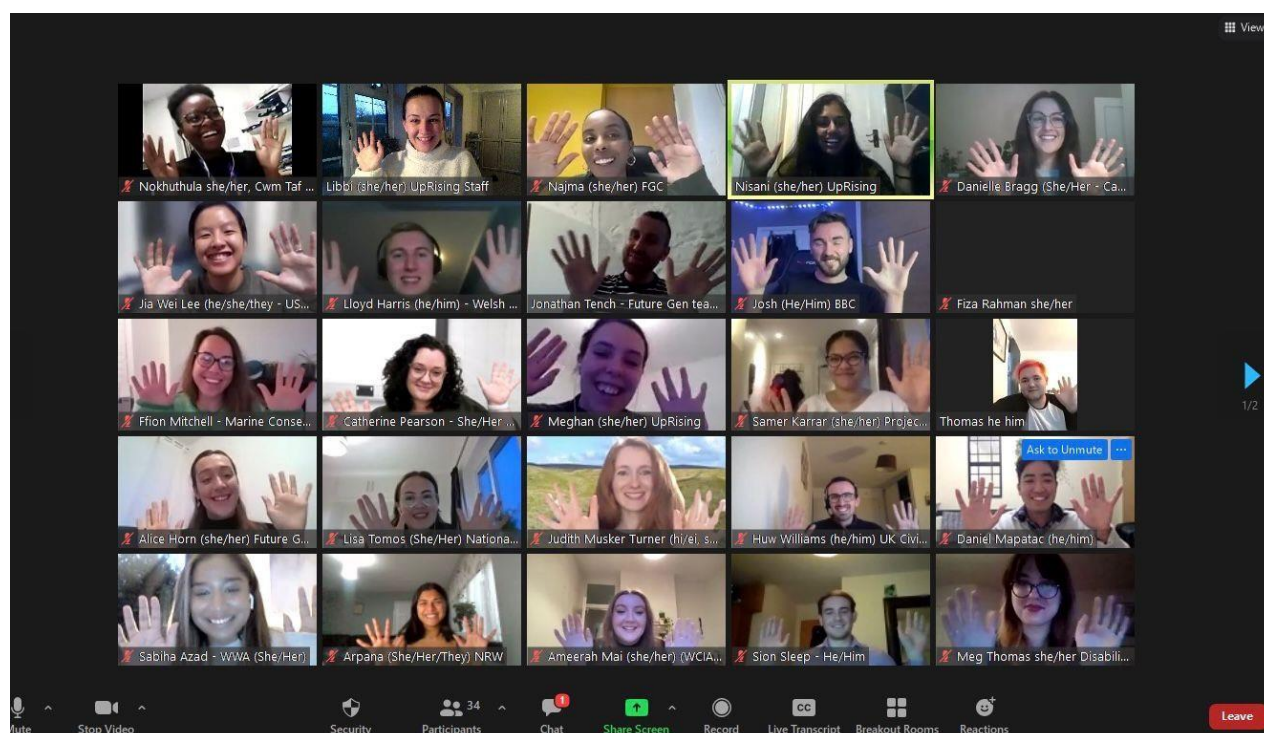


Building a community

Throughout the delivery of the 2021-22 programme, the Academy embedded a number of activities and opportunities to encourage the cohort to bond, share and learn from each other.

The programme took place through a combination of digital and in person delivery, with a digital learning space and communications platform utilised throughout the duration of the programme to engage participants, share information and resources, and encourage community building.

The digital platforms facilitated communication and sharing for **42 members of the cohort and programme team**, with **3875 messages** sent across **33 channels/subject areas** ranging from General Information, Session Resources, Questions for Speakers and a Book Club.



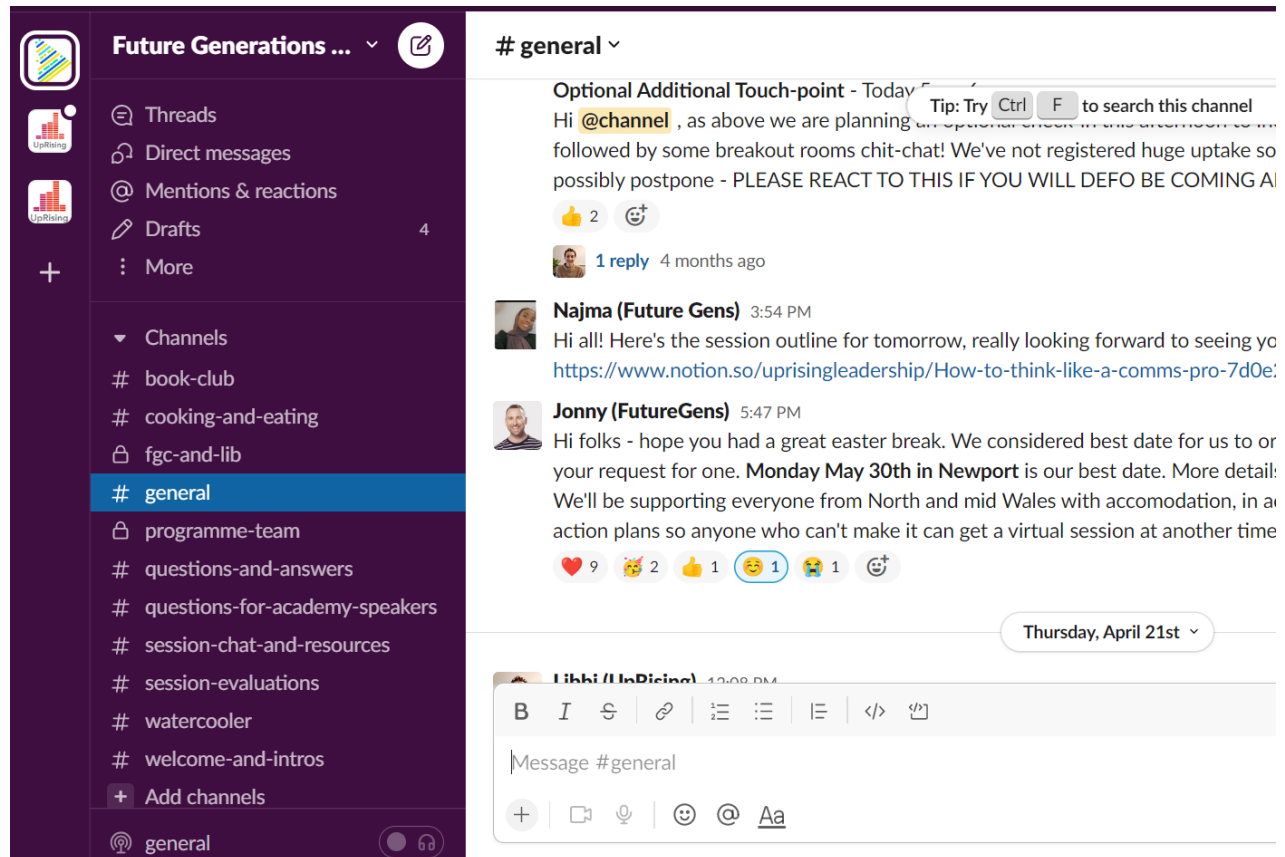
Above: The cohort and Academy team at a programme session facilitated on Zoom.

Communication platforms

During their time on the programme, participants engaged with through a variety of different communication platforms facilitating conversations between members of the cohort and the Academy team. These included Zoom for facilitating online events and programme sessions, and Slack and WhatsApp for wrap around communications. The cohort also had access to a Learning Hub hosted on the platform Notion. This Hub facilitated the sharing of programme documents, resources and the timetable with participants, comparable with the likes of an Intranet.



Below is a screenshot of the Slack communication platform the Academy used to facilitate communications.



Below is a screenshot of the Learning Hub the Academy used to share resources and information with the cohort.



Gallery view

Welcome to the Academy/ Croeso i'r Academi

Welcome from the Commissioner/ Croeso gan y Comisiynydd

You can access your programme timetable here / Gallwch gyrchu amserlen eich rhaglen yma
[Calendar / Calendr](#)

You can sign yourself up to deliver a 'dysgu' talk below:
 Programme key documents / Dogfennau allweddol
[Overview of the Timetable / Trosolwg o'r amser...](#)
[An Overview of Reverse Mentoring / Trosolwg ...](#)

[Programme Information / Gwybodaeth am y rhaglen](#)

Meet the team/Cwrdd a'r tim

Jonny
 Partnerships & Academic Engagement
 is the Chief of the Future Generations Commissioner for Wales.
 After 10 years, Jonny is now the Programme Lead and the National Support Lead.
 To support the Commissioner's international and global senior engagement, Jonny has been working in public sector organisations in 2018, 2019 and 2020. Jonny is also the UK's first Ambassador for the Welsh Language in the US and has been a member of the Welsh Language Commission since January 2021.

Najma
 Partnerships and Academic Engagement
 is the Chief of the Future Generations Commissioner for Wales.
 After 10 years, Najma is now the Programme Lead and the National Support Lead.
 Najma is a day to day in the Commissioner's office and is also a member of the Welsh Language Commission since January 2021.

Pre-programme checklist / Rhestr wirio

1. Have you watched our welcome video? You can view it here / Ydych chi wedi gwyllo ein fideo croeso? Gallwch ei weld yma
2. Have you completed your participant information form? This will have been sent by email / Ydych chi wedi llenwi'ch ffurflen wybodaeth cyfranogwyr? Bydd hwn wedi'i anfon trwy e-bost

Get started / Amser i ddechrau

What else is on offer? / Beth arall sydd ar gael?

- [Digital/Digidol](#)
- [Reading list / Rhestr ddarllen](#)

Informal networking opportunities

Aside from formal spaces, participants were also given a range of extra-curricular opportunities to get to know each other. These included:

- Icebreakers and networking Mural
- A St David's day online quiz
- An online book club for sharing reads and reflections
- Participants were encouraged to travel together in small groups whenever travel was required



- Dinner and an evening concert followed by optional karaoke in Wrexham
- Breakfast in Wrexham
- Dinner in Newport
- Drinks and dinner following Graduation



Above: Members of the cohort and Academy team socialising in Cardiff Bay in June 2022.

Dysgu

'Dysgu' - the Welsh language has the same word for both to 'teach' and to 'learn'.

To embrace this, each session, the Academy offered individuals within the cohort the opportunity to share about themselves. Academy 'dysgu' talks consisted of a short (max 3 min) slot at the start of Academy session, where members of the cohort took turns as individuals to share something with the rest of the group. This could have been more insight into their unique perspective, a glimpse into their role, or a short tutorial or skill share of something they were passionate about.

The aim of these short sessions was to **connect the cohort, facilitate skill and knowledge sharing** within the cohort, whilst also **allowing individuals to develop public speaking, presentation and communication skills**.



In total, **23 Dysgu talks took place**. Themes included:

- The social model and Disability rights and justice in Wales
- Dynamic working and working a shorter week
- Insight into being a young muslim woman attending University
- Vertical farming
- An introduction to mindfulness
- Sharing of incredible 'Easter Eggs' a participant had come across whilst travelling around the world
- Insight into the campaign started in 2008 for the formation of a Peace Institute or Academy in Wales
- Work/life balance and the beauty of living simply

Many of the impact recording above in section 2. for participants relate directly to these sessions, as do the individual participants journeys, noting the Academy's Dysgu sessions to have facilitated **participants' relationship building, understanding and respect of different peoples experiences and backgrounds** and **skill and knowledge sharing**.

5.Alumni Network

Following the completion of the 2022 Academy programme, the Future Generations Leadership Academy Alumni Network is now 50+ members strong.

Following the graduation of Academy participants all participants were invited to join the Alumni Network. The Alumni Network is currently being developed by the Academy team with close involvement of members of the alumni, all of whom were invited to be part of an organising committee.

Current activity includes:

- Developing the existing Enrolment Agreement
- Developing a Terms of Reference
- Developing a Principles for Engagement
- Planning a face to face event for Alumni members



Above: A group of participants connecting at a social event in Wrexham in April 2022.

6. Programme development

Practising the five ways of working

The below table shares an analysis and examples of how the programme was developed and delivered through the five ways of working outlined in the WFGA:

Way of working	Analysis	Examples
Long-term	It has been challenging to develop the programme and curriculum with a year by year funding structure. However, despite this, the Academy has managed to set foundations for long-term development through a range of different programme elements that have sustainability built into them.	<ul style="list-style-type: none"> • Development of young leaders, ensuring Wales future leaders are trained in the WFGA • Reverse Mentoring - where participants interact with current leaders to influence change making today • Action Plans - where participants develop ideas for sustainable change within their org or



		<p>community</p> <ul style="list-style-type: none"> • Alumni Network - encouraging a longer life-span for the Academy following the end of individual programmes
Collaborative	<p>The Academy worked hard to engage with and practise collaboration with a wide range of sectors, organisations and individuals throughout the development and delivery of the Academy, however this can still be improved by developing collaboration with other youth leadership initiatives in Wales and further afield, and developing a sustainable model for continued collaboration between alumni members, their organisations, communities and the FGC team.</p>	<ul style="list-style-type: none"> • Participants from a diversity of sectors, backgrounds and organisations • Reverse Mentoring • Individual Action Plans • The Academy Advisory Group • Organisations including private, third and public sector within both delivery partners and board partners
Involvement	<p>The Academy built the theory and practice of Involvement into many aspects of the curriculum and programme delivery, including a specific workshop delivered by the Co-Production Network Wales.</p>	<ul style="list-style-type: none"> • The Action Plan template the Academy provided for participants had a significant emphasis on individuals involving their communities and key stakeholders in their development of the idea. • The Alumni Network is run through supporting alumni members to lead and deliver the network to and for each other with an
Integrated	<p>A good effort was made to ensure that participants' Academy Action Plans were planned and developed to be well integrated into their organisation or communities objectives. The Academy team made efforts this year to better integrate the Academy into the wider work of the FGC, however more can be done to improve this moving forwards to better align key dates of the FGC and Academy calendars.</p>	<ul style="list-style-type: none"> • Participant Action Plans were developed to align with their organisations objectives • Participants working with wider FGC working groups • FGC team members supporting the development of participant Action Plans



Preventative	The Academy built the theory and practice of Prevention into much of the thinking and design of the Academy, with the concept of upskilling and training young leaders in the WFGA to prevent future leaders in Wales from neglecting or viewing the WFGA as a check box exercise. This way of working was also built into the template for participants Action Plans.	<ul style="list-style-type: none"> • The Action Plan template the Academy provided for participants had a significant emphasis on individuals involving their communities and key stakeholders in their development of the idea. • All catering for Academy events was Vegetarian or Vegan
---------------------	--	--

7. Recommendations for future programmes

Below are UpRising's recommendations for any future Academy programmes developed by the FGC.

Sponsors/fundraising

- The Academy should strive for a longer term project timeline, recruiting sponsors for two to three years worth of programmes to allow for meaningful development.
- The Academy should make an effort to engage with young people who are not attached to an organisation - for example entrepreneurs or freelancers - and find a way of funding delegates from here. A potential option would be to sponsor their participation in the same way that third sector organisations were encouraged to put delegates forward.
- The Academy should continue to offer sponsorship to young people working in the third sector, however this should be more accessible for different third sector organisations to apply for.
- Build the budget to effectively maintain an excellent Alumni Network into the contracts for sponsor organisations - this is the key investment that organisations are making.
- The Academy should better consider the timeline of Advisory Group meetings to align with key milestones in the programme delivery calendar to ensure the groups input and feedback can be more effectively considered and implemented.



Recruitment

- The Academy should consider playing a role in the final shortlisting of candidates being recruited through partner organisations to achieve as diverse a cohort as possible. Alternatively, more thorough guidance should be given to partner organisations on the recruitment of their delegate.
- Allocate good time for open recruitment to allow for wider dissemination and engagement of different young people and audiences.
- The Academy should consider more carefully the enrollment of participants who come through open recruitment to gain formal buy-in and clear lines of support and communication with their employers, specifically line managers and senior leaders. This could be done by developing the 'Agreement for Employers' currently being created for alumni.

Curriculum

- Consider which elements of the curriculum are best placed within the formal Academy programme and which could be programmes for alumni to apply for (e.g. the Action Plan and Reverse Mentoring modules could be separate programmes offered routinely to Alumni members).
- Design the Academy curriculum to be a foundation learning on the WFGA and the ways of working.
- Have a workshop/segment of the learning journey clearly dedicated to unpacking and practising leadership around EACH of the goals and ways of working. This would support the consistent development of participants across each of these areas regardless of their background or prior knowledge/expertise.
- Secure more keynote speakers from around Wales and the globe to speak to, share with and inspire the Academy's future leaders.
- All Well-being Goals, but especially the goal 'A Globally Responsible Wales' should be more carefully considered in the development of the curriculum as this was the goal the cohort were least confident about by the end of the programme, but also the goal many referenced in their desire for Wales to be a good example on a global level.
- The Academy would benefit from calling on the Alumni Network to feed into development of the curriculum and scheduling of future programmes.

Delivery

- Put the Alumni Network at the heart of each of the Academy programmes.
- Prioritise face to face delivery at the start of the programme to allow participants to connect with each other more quickly.
- Continue to prioritise the time and resources allocated to building a community.
- There is significant potential, currently untapped by the Academy, for collaboration, sharing and networking with other young leadership initiatives



across Wales, such as youth advisory and youth voice boards, the Welsh Youth Parliament and organisation specific initiatives such as Sport Wales and Public Health Wales (PHW)'s Young Ambassadors schemes. This could be explored more through the recruitment of participants or engagement with the Alumni Network.

Monitoring, evaluation and learning (MEL)

- Exploration into the impact of the Academy programmes to date on individual organisations who have engaged with the project should be prioritised to better understand the current and potential impact of the Academy on the wider Welsh leadership landscape and implementation of the WFGA.
- The various methods and types of data collection have been hugely valuable in supporting the MEL of this Academy programme. This should be continued and properly resourced to ensure further development for future Academy activities, including the implementation of a rolling effective MEL framework for the Alumni Network.

8. Appendices

Appendix 1: Full list of the 25 organisations with participating young people

1. Academi Heddwch Cymru (hosted by the Welsh Centre for International Affairs)
2. Arup
3. BBC Cymru
4. Capital Law Limited
5. Costain
6. Cwm Taf Morgannwg Health Board
7. Cyngor Celfyddydau Cymru
8. Disability Wales
9. Marine Conservation Society
10. Menter Mon
11. Natural Resources Wales
12. Office of the Future Generations Commissioner for Wales
13. Project Centre
14. Public Health Wales
15. Race Alliance Wales
16. South Wales Police and Crime Commissioner
17. The National Lottery Community Fund
18. Transport for Wales
19. UK Government Civil Service



20. University of South Wales
21. UpRising Leadership
22. Valleys Kids
23. Wales Millennium Centre
24. Welsh Government
25. Welsh Women's Aid

Appendix 2: Full list of Reverse Mentees (senior leaders)

Reverse Mentees included:

- Managing Director of Natural Resources for Costain
- Future Generations Commissioner for Wales
- Chief Executive Officer of Dwr Cymru
- Chief Executive of North Wales Ambition Board
- Head of Oxfam Cymru
- Director of Business in the Community
- Chief Executive of Milford Haven Port Authority
- Chief Operating Officer of Principality Building Society
- Chief Executive of Pembrokeshire Coast National Park Authority
- Chief Executive of Betsi Cadwaladr University Health Board
- Pro Vice-Chancellor Emeritus, University of Wales Trinity Saint David
- Chief Executive of Carmarthenshire County Council
- Leader of Torfaen County Borough Council
- Director of Cynnal Cymru
- Participation Officer for Office of the Children's Commissioner for Wales
- Chief Executive of Brecon Beacons National Park Authority
- Chief Executive of Wales Council for Voluntary Action
- Leader of Bridgend County Borough Council
- Leader of Caerphilly County Borough Council
- Chief Executive of Cardiff Council
- General Secretary of Wales TUC
- Welsh Government Permanent Secretary
- Founder of Race Council Cymru
- Director of Strategy - Swansea Bay University Health Board
- Chief Operating Officer and Deputy Commissioner, Office of the Future Generations Commissioner for Wales
- Chief Executive of Chwarae Teg
- Chair of National Infrastructure Commission for Wales
- Chief Executive of Football Association of Wales
- Chief Executive of the TYF Group
- Chief Governance Officer of Principality Building Society
- Director of Well-being Alliance Scotland



Appendix 3: Full list programme facilitators and guest speakers

1. Andrew Goodall, Welsh Government Permanent Secretary.
2. Anna Humphrey, Dwr Cymru Welsh Water.
3. Christian Servini, Change Maker, Office of the Future Generations Commissioner for Wales
4. Claire Rees, Media Lead, Office of the Future Generations Commissioner for Wales
5. Craig Colville, Wrexham City of Culture Bid, Wrexham County Borough Council
6. Dan Tran, Academy Alum
7. Dominic Francis, Digital Communications, Office of the Future Generations Commissioner for Wales
8. Dr. Tolani Somoye, Race Council Cymru (Black History Wales Arts Engagement Officer North Wales).
9. Eleri Williams, Equality, Office of the Future Generations Commissioner for Wales
10. Emily Reddy, Wrexham City of Culture Bid, Wrexham County Borough Council.
11. Emily-Rose Jenkins, Academy Alumna
12. Eurgain Powell, Change Maker, Office of the Future Generations Commissioner for Wales
13. Gethin Morgan, Business Planning and Programme Manager, Ynys Mon County Council;
14. Heledd Morgan, Lead Change Maker, Office of the Future Generations Commissioner for Wales
15. Helen Goddard, Heritage and Culture Manager, Conwy County Borough Council;
16. Hywel Woolf, Consultancy Discipline Lead Environment, Costain
17. Jacob Ellis, Lead Change Maker: Public Affairs and International, Office of the Future Generations Commissioner for Wales
18. Jane Hutt MS, Minister for Social Justice
19. Jeremy Evas, Head Prosiect 2050, Welsh Government.
20. Jonathan Tench, International Partnerships & Networks Change Maker, Office of the Future Generations Commissioner for Wales
21. Katherine Trebeck, co-founder of the Wellbeing Economy Alliance
22. Libbi Prestidge, Senior Programme Development Officer, UpRising
23. Louisa Neale, People and Culture Change Maker Lead, Office of the Future Generations Commissioner for Wales
24. Lyndsey Rawlinson, Head of North East Wales Operations, Natural Resources Wales.
25. Marie Brousseau-Navarro, Chief Operating Officer and Deputy Commissioner, Office of the Future Generations Commissioner for Wales
26. Meghan Causer, Senior Programme Delivery Officer, UpRising
27. Mike Corcoran, Co-production network/Wrexham Glyndwr University.



28. Najma Hashi; Change Maker Support, Office of the Future Generations Commissioner for Wales
29. Nisani Gnanasoorian, Programme Delivery Officer, UpRising
30. Noreen Blanluet, Co-Production Wales
31. Olivia Hughes, Social Value Development Officer Flintshire County Council;
32. Petranka Malcheva, Change Analyst (Correspondence, Legislation and Policy)
33. Rhodri ap Owen, Managing Partner & Co-Owner, Camlas
34. Sandy Clubb, Involvement Artist, Office of the Future Generations Commissioner for Wales
35. Shahinoor Alom, Muslim Council of Wales.
36. Shefali Sharma, Coach and MBTI Practitioner
37. Simon Williams, Communicating Causes, Cardiff University
38. Sion Griffiths, Dwr Cymru;
39. Sophie Howe, Future Generations Commissioner for Wales
40. Stephen Kenyon-Owen, Wrexham City of Culture Bid, Wrexham County Borough Council
41. Susie Ventris Field, Chief Executive, Welsh Centre for International Affairs

Appendix 4: Cohort post-programme peer focus group notes

Q1 - Why did you join, what were your expectations, have they been met yet?

- Group 1:
 - joined because we're one of the partners; sounded interesting, at least good professional development. Expectations were met (expected to learn more about the Act, network, good opportunity to develop)
 - Got an email about it and had already been reading up on the Act. Did the internal process and didn't think I'd get it, as I was new to my job. Had no / low expectations really, as I didn't know what I was doing, so expectations easily exceeded.
 - Was recommended to apply from the charity km working with. No expectation, didn't read into the programme much, so expectations exceeded.
 - Recognised the Academy as a great opportunity for professional development and networking. **Had high expectations E.g opportunity to meet and work with others, influence decision making, etc. felt that expectations were somewhat met but would've valued more opportunity to have a demonstrable impact during the Academy.**
- Group 2:
 - Good opportunity, alumni network, some of us applied last minute and wanted to learn about the act and how to apply it. **Personal experiences growing up in "run down" areas meant we want to learn how to apply the act to improve places like this.** Some of us were asked by colleagues to join, and wanted to make lots of networks and connections. Know that alumni have gone on to have really cool experiences. **Some of us felt we needed more support, early on.** Some who joined later felt we didn't know many people early on - it was tricky



navigating some of the time commitments.

Wrexham was a key time for getting to know other members of the academy, and **we would have preferred to meet together early.**

- Group 3:
 - Opp to engage with public bodies coming from private sector
 - Was encouraged to apply by senior manager - looking forward to meeting people fr different organisations
 - Opportunity to increase knowledge of fut Gens act and increase leadership skills
 - **Expectations far exceeded - underestimated how valuable the network and connections would be**
 - Realising that we can be leaders and have influence has been important
 - Reverse mentoring has been important
- Group 4:
 - Manager encouraged taking part for personal development
 - Followed Sophie Howe and the WFGA
 - **Knew an alumni who had a positive experience**
 - Found through open recruitment
 - WFGA is relevant to my work
 - **Was hard to get agreement from work**
 - Found on intranet
 - Prevention is key in my role so I was attracted by that
 - No expectations, interested in the learning process
 - Advertised on work intranet
 - Had interest in the WFGA through work. Wanted to learn more about it
 - **I was interested in finding a professional niche for myself**

Q2 - Which of the goals/WoW are you most confident about now? Are there any you're still not clear on/confident talking about?

- Group 1:
 - Always quite confident talking about them based on what I do for work, most confident around the equal Wales. **More confident on working across the goals rather than focussing on an individual one.**
 - Collaboration and involvement WoW are strongest for me right now and feel more confident in calling on others to get involved and join the dots. Still need to work on how to enact goals myself.
 - Would've valued more discussion around what A Globally Responsible Wales would look like. Other than that, confident.
 - Confident with all the ways of working. **Could've focussed more on the Goals, perhaps even a session on each one, as everyone typically had a specialism background in only one or two goals. Didn't really discuss or cover A Globally Responsible Wales, or international links.**
- Group 2:
 - Confident in Involvement, but **confused with differences between integration and collaboration.** Some feel we still struggle to reel off the goals. The online sessions, which felt quite theoretical, didn't always stick with us, we would like to have more experience applying the act in practice. We really felt the dwr cymru



session was enjoyable. In the future, could the action plans be based around problems presented by the sponsor organisations and academy members collaborate in small groups to find the solutions. Sponsor organisations could implement action plan and academy continue to support.

- Group 3:
 - Goals:
 - Become more confident about a Prosperous Wales and understanding that decarbonisation fits here and how important this is
 - Working collaboratively on action plans - focused on a resilient Wales and what this really means
 - Understanding more how to contribute to a vibrant culture and thriving Welsh language when not working in the arts sector - and Jeremy's session on how a language can't actually thrive - people are key
 - The goals feel more able to change how you're working than the ways of working - actually reading the act changes the way you think
 - Ways of working:
 - Comfortable with all of them but involvement is the hardest to implement
 - Hardest to distinguish between involvement and collaboration
 - Within my role it's hard to collaborate and involve - would like to work on this further in action plans
- Group 4:
 - Prosperous and healthy Wales
 - Included in everything we do
 - **Young ambassador scheme in PHW gives young people a voice**
 - PHW tackles huge problems but young people aren't being engaged in discussions
 - More equal Wales
 - All goals intrinsically linked
 - Healthier Wales and Cohesive Communities
 - **Learnt how much collaboration can happen between separate organisations and people**
 - Collaborative and cohesive communities through discussion
 - Prosperous Wales and globally responsible
 - **For Wales to be prosperous we have to look outward**
 - **Got to look out to be prosperous e.g. refugees**
 - Feel proud to be Welsh when we help others
 - Those we help can be benefactors
 - Ways of working aren't revolutionary but are so important
 - It's about how you use them and using them together
 - **Only when you're using all 5 WoW are you truly living the WFGA**
 - Goals and WoW are intrinsically linked
 - Utilising these properly can change minds, behaviours and outcomes
 - Companies being agile, willing to learn

Q3 - What do you need, as a group of people, to support your momentum and desires moving forwards?

- Group 1:



- Have an **annual in-person meeting** of all FGLA cohorts, including new cohort members and Future Generations staff, and other interested partners. Would be cool to have a **quarterly E-newsletter** for FGLA, highlighting what alumni have been up to, and advertise opportunities for collaboration. Would value informal check-ins from the Office; not wanting to feel 'forgotten'. Would value communications from the Office on opportunities to support the Office directly too, and their work. Would value the opportunity to join more talks, workshops etc. to continue learning and professional development.
- Group 2:
 - Semi regular contact as a group? Quarterly or even monthly drop in sessions? Allowing people to work in the FG office on the odd day to help solve problems collaboratively. Having the authority of the office behind our roles is really important in order to allow us the change we're seeking to deliver. We'd like to discuss some of our challenges with the wider team, if we are able to. LinkedIn Future Gen Group?
- Group 3:
 - More opportunities to meet up in person
 - From a private sector point of view - support from academy team to make sure action plans are embedded
 - Back up from fut Gens team to validate our perspectives within our organisations
 - Sharing of information, opportunities, what alumni have been up to
- Group 4:
 - Open Communication
 - Support, point of contact, someone senior to back you up
 - A forum to be listened to
 - Work with others who want change
 - Breaking barriers and preventing linear chains of communications

Q4 - What are your expectations of the alumni network? (The wider network, interaction/involvement with FGC office, opportunities, learning, act implementation)

- Group 1:
 - A **pro-actively coordinated / managed network**, whereby alumni **receive updates and opportunities** from the Office, partners and peers on work that they're doing and opportunities to collaborate and input (including with new cohort members). It's for us to participate in and contribute to, but not for us to manage or run. Want to continue making the network enjoyable, not let it morph into more "work" - particularly if it's going to be voluntary.
- Group 2:
 - Networking opportunities helping to identify important connections. problem solving in relation to the act. Cool opportunities to join boards, represent Wales etc. But it needs to be respectful of time requirements. Integration with the existing alumni.
- Group 3:
 - It would be nice to stay in touch and use the network as a way to make time to maintain connections



- More opportunities to do what we did with dŵr
Cymru today - **use our group knowledge to input into public/private sector
orgs** - but if this work falls outside our paid roles our time would need to be
compensated
- Opportunities to work in Tramshed Tech, catch up and keep momentum
- Share learning opportunities with the group
- Opportunities to connect with previous/Future cohorts - fb/WhatsApp group
- Group 4:
 - networking , networking, networking!
 - Opportunities to develop
 - More Wrexhams/WMC/Newport experiences
 - Opportunities for voluntary additional consultations e.g. focus groups,
ambassadors
 - Stay in contact
 - **Option to get in contact and get ideas and guidance**
 - **Annual/6 monthly conference**
 - **Maintain being around like minded people**
 - **Maintain slack**
 - Could the network become an organisation?