



**POWYS PUBLIC SERVICE BOARD**  
**25<sup>th</sup> June 2020**

**Summary of the Future Generations Report 2020**

**Section 1. Introduction**

April 2020 marked 5 years since the Well-being of the Future Generations (Wales) Act 2015 became Welsh law. A world first, which has changed the way Wales plans for the future.

Built into the cycle of the Well-being of Future Generations (Wales) Act 2015 (WFG Act) are the publication of two 5-yearly reports, one from the Future Generations Commissioner for Wales and other from the Auditor General for Wales (AGW). These are required by law to be published one day and one year before a general election (this means 5th May 2020), and together they give a periodic stock-take of the implementation of the Act.

These reports are both published against the backdrop of the Covid-19 pandemic, and many of those public bodies subject to the Act are at the frontline of the challenges we face in dealing with Coronavirus. Both the Future Generations Commissioner for Wales and the Auditor General have reflected this context and made it clear that they will not be expecting Government and public bodies to provide a response to these reports in the short term.

On 4<sup>th</sup> May 2020, as part of her statutory duties, the Future Generations Commissioner published the first Future Generations Report on what has been achieved so far. The report reflects on the progress of all public bodies in terms of whether they have embraced the cultural change required by the Act and considers the progress being made on each of the seven national well-being goals. As this is a once in five year report and has to cover all policy areas covered by the well-being goals, the report is lengthy and has a number of findings and over 100 recommendations covering both policy and process directed at Government and other bodies covered by the Act. The full report can be accessed here: [https://futuregenerations.wales/public\\_info/the-future-generations-report-2020/](https://futuregenerations.wales/public_info/the-future-generations-report-2020/)

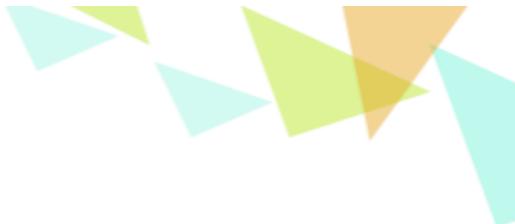
The Auditor General's Report on the Sustainable Development Principle can be accessed here: <https://www.audit.wales/publication/findings-auditor-generals-sustainable-development-principle-examinations>

This paper sets out the **specific public body recommendations**, from the Future Generations Report 2020.

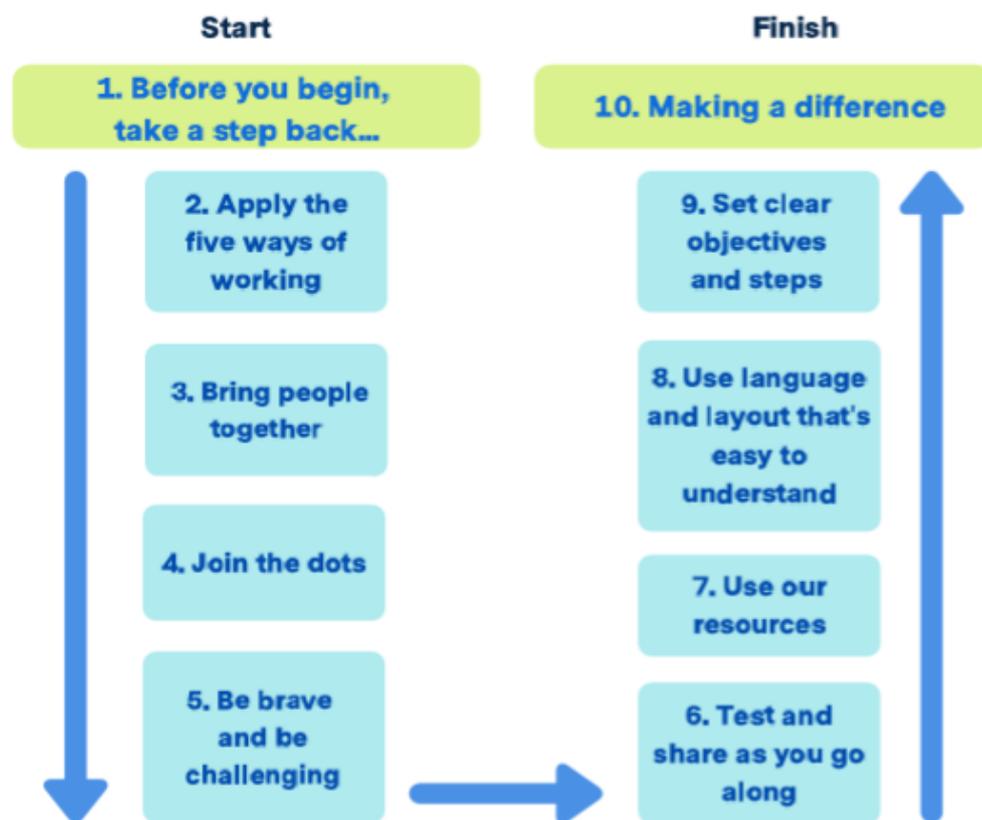
It sets out the areas where public bodies should focus in meeting the aspirations of the Act and should be used to guide the work of all public bodies now and when they come to review their well-being objectives. They are what the Commissioner considers to be the most significant things, a public body should do in terms of their policies and approaches in the next five years.

## Section 2. Setting Good Well-being Objectives

When considering all the specific topic recommendations listed in this paper, the Future Generations Commissioner asks all public bodies to refer to the chapter on Setting Good Objectives also. Below is a summary of the process, to read in detail please go to the [chapter on Setting Good well-being Objectives in the full report.](#)



# Setting good well-being objectives



## Section 3. Leadership and implementation of the Act: The role of the public sector in Wales

**In setting their objectives, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas:**

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

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

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

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

- Test everything, they do according to the Act’s ‘double test’ of the ‘what’ and the ‘how’.

- Collaborate with others and involve people to find the problems they need to prevent, understanding whether they fall into primary, secondary or tertiary prevention; using evidence to identify the best possible preventative interventions that maximise contribution to their objectives.
- Public Services Boards and public bodies should be seeking ways of more effectively collaborating and integrating their work with others such as town and community councils and national public bodies; and identifying opportunities with others such as registered social landlords, the private sector, trade union representatives and further and higher education in delivering their well-being objectives and steps.
- Set out much clearer steps to meeting their well-being objectives – reflecting what contribution each department will be taking to these steps.
- Clearly align financial planning and decisions across the seven corporate areas of change to the achievement of their well-being objectives. The vision provided by well-being objectives should provide a longer-term plan of funding and corporate plans/well-being statements should set out how spending plans will seek to finance their steps.
- Provide evidence in their well-being statements/plans/corporate plans and annual reports on how applying the Act to the corporate areas of change is informing the steps they are taking to maximise their contribution to the goals.
- Ensure they move beyond paper-based exercises, increase staff understanding and provide constructive challenge to show how the Five Ways of Working have been applied, specifically how contribution goals and objectives can be maximised.
- Build challenge from other departments, experts and stakeholders into their internal decision-making processes.
- Develop their corporate centre and processes in line with the requirements of the Act, but also encourage innovation and culture change. All public bodies should be using and demonstrating use of resources like the Future Generations Frameworks, designed to help public bodies consider their proposal or decisions in the context of the Act. - see resources.
- Adopt the definition of stages of prevention and preventive spend and allocate spending accordingly within financial planning and risk management.

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

- Starting with Welsh Government, adopt a model of well-being budgets. While our legislation requires us to look at the whole budget, a positive place to start this transition would be with ‘new money’.
- Galvanize efforts and building a movement of change placing well-being and kindness at the centre of public policy.
- Involve their workforce in meeting their well-being objectives; start with their own actions, their teams, departments and whole organisations; to meet the national wellbeing goals.
- Put in place arrangements to ensure staff understand how and why the Act should be applied.
- Support opportunities to collaborate, second staff to other organisations and make joint appointments.
- Take action to diversify their workforce and put in place arrangements to draw on their lived experiences. (For more detail please see Chapter 2 recommendations to Welsh Government on the ‘Real Life Fast Track’).
- Ensure scrutiny committees, boards, and Audit and Risk Committees have received training on the Act and are using the Future Generations Framework for Scrutiny (See resources.)

- Ensure that they have mechanisms in place to involve children and young people in their decision making processes.
- In the same way that public bodies seek to appoint people with expertise on finance, risk, governance and human resources; an appropriate number (at least one for every board) of public appointments should be made where specific expertise and detailed understanding of the needs of future generations is a specific requirement.
- Be brave in calling out behaviour in partnership environment which does not embody the Five Ways of Working; and should be supported by Welsh Government, the Future Generations Commissioner for Wales and other appropriate agencies to address this.

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

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

## **Section 4. Leadership and implementation of the Act: A spotlight on Procurement**

**In setting their objectives, public bodies and boards covered by the Well-being of Future Generations Act should focus in the following areas:**

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

**In considering their steps, all public bodies and boards covered by the Well-being of Future Generations Act should:**

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

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

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

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

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

**In measuring their progress, all public bodies and boards covered by the Wellbeing of Future Generations Act should:**

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

## Section 5. Well-being Goal: A Prosperous Wales

### Policy Recommendations

**In setting their objectives specifically in relation to this goal all public bodies and boards should:**

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

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

- Implement fair work practices through employment and services.
- Enable a low carbon society through reducing emissions and supporting community energy.
- Work with others to support the development of skills for the future.
- Procure goods and services in ways that support long-term economic, social, environmental and cultural well-being.

- Support the foundational economy through generating wealth and providing employment.
- Use resources efficiently, recognising the limits of the global environment.

### Process Recommendations

#### In their day to day actions they should **stop**:

Working in silos and reducing opportunities for joined up approaches and innovative thinking.

Procuring plastic products and packaging that are not reusable or recyclable and do not incorporate recycled content, wherever possible.

Refer to sections on Skills, Procurement and Decarbonisation for further 'stops'.

#### In their day to day actions they should **start**:

- Taking steps to become 'Fair Work Wales' employers, showing how they are incorporating 'fair work' through their well-being objectives and in practice, and spending money with organisations that fulfil the definition and characteristics of fair, decent work, and that promote inclusivity and equality.
- Making the connections between supporting local economies and prosperity, and how this also connects to supporting fair and local procurement, skills, local materials, and resource efficiency.
- Accelerating their action on reducing emissions, helping meet Wales' target of a carbon neutral public sector by 2030. This means mapping the areas over which you have control and which have the biggest emissions - ensuring they have a plan in place to reduce them.
- Adopting repair and re-use targets to incentivise circular economy over recycling.
- Supporting and investing in skills and repair cafes, including allowing people to borrow household items and equipment.
- Monitoring social and environmental clauses in contracts, for example, community benefits.
- Ensuring that Wales' regional growth and city deals demonstrate how their investments are reducing carbon emissions overall, not just in selected projects, and contributing towards the well-being objectives for their area.
- To do all they can to support local initiatives on stewardship of land and renewable energy, to help Wales' transition to a low carbon society and bring a wide range of benefits to local communities.
- To explore and demonstrate how they are seeking to move to a system where products can be used again to create further value (the principles of the circular economy), and how this relates to other areas such as the development of skills, innovation, the natural environment, local materials and saving money.
- Supporting local businesses and providers where possible.
- Undertaking meaningful involvement with local businesses in the development of local economic plans.
- Leading by example by becoming 'Fair Work Wales' employers, incorporating 'fair work' through their well-being objectives and in practice, and addressing inequalities, pay gaps and zero hours contracts.

# Well-being Goal: A Resilient Wales

## Policy Recommendations

### In setting their objectives specifically in relation to this goal all public bodies and boards should:

Clearly demonstrate the connections between their well-being objectives and steps on the environment, and other areas such as adverse childhood experiences, health and community cohesion.

- Clearly set out how they understand the definition of the goal 'A Resilient Wales'.
- Align their actions and reporting on this goal with their commitment under section 6 duty of the Environment (Wales) Act (2016).

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

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

## Process Recommendations

### In their day to day actions they should **stop**:

Failing to plan and design for biodiverse green infrastructure at the start of programmes and projects.

Permitting development which does not maintain or enhance nature.

### In their day to day actions they should **start**:

- Delivering year on year increases in biodiverse green and blue infrastructure and tree canopy cover in their areas and land.
- Using their land holdings to maximise its biodiversity value, for example, implementing ambitious biodiversity and green infrastructure action plans and becoming pesticide free.
- Using sound evidence, such as Natural Resources Wales' Area Profiles, i-tree assessments and natural capital accounting, to inform their decision making and development of plans and policies, demonstrating how they are investing in nature in their area.
- Demonstrating how planning and infrastructure decisions jointly benefit people and nature.
- Demonstrating how they are understanding and implementing Wales' Marine Plan and the marine Area Statement (this is only applicable to public bodies with marine management responsibilities).

- Empowering communities to manage land (including publicly owned) for projects that use nature based solutions to restore local biodiversity and the resilience of ecosystems.
- Identifying ways, including the use of technology, they can help connect people of all ages, abilities and backgrounds with nature.
- Demonstrating how they are understanding and implementing Wales' Climate Adaptation Plan in their areas
- Increasing awareness and understanding of the natural environment amongst their staff.
- Working in collaboration with other public bodies and environmental NGOs, ensuring they have access to ecological specialists to help carry out their legal duties.
- Increasing the proportion of funding spent on nature based solutions.
- Taking urgent action at a pace and scale to combat the loss of biodiversity.

## Well-being Goal: A Healthier Wales

### Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

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

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

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

### Process Recommendations

In their day to day actions they should **stop**:

- Short-term funding for preventative activities without planning for long-term investment should they become successful.
- Focusing solely on medical based interventions and look towards the wider determinants of health.

In their day to day actions they should **start**:

- Using the definition of prevention to better understand the opportunities for a different balance of investment.

- Exploring the most significant opportunities to shift spend to activities that support primary and secondary prevention.
- Prioritising opportunities to work in partnership on primary and secondary preventative activities – particularly through Public Services Boards.
- Prioritising discussions about shifting investment to prevention in management arrangements with Welsh Government.
- Using existing annual reporting to report on how the prevention definition is being used, and the different decisions that are being made as a result.
- Integrating health and wellness into other well-being objectives; and identifying the impact of health and wellness activities on other well-being objectives.

## Well-being Goal: A More Equal Wales

### Policy Recommendations

#### In setting their objectives specifically in relation to this goal all public bodies and boards should:

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

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

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

### Process Recommendations

#### In their day to day actions they should **stop**:

- Solely focusing on reporting of challenges and taking a 'saviour' approach at the expense of focusing on prevention.
- Considering equality objectives in isolation from core business

#### In their day to day actions they should **start**:

- Focusing on prevention of inequalities, including through education and harnessing the skills and resilience of people who have lived experience of relevant issues.
- Adopting proactive measures in setting well-being objectives and steps which include setting challenging targets for recruitment, retention and progression of women, black, Asian and minority ethnic groups and disabled people; ensuring that they are visible and represented at all levels in their organisation.

- Adopting the actions of the Diversity and inclusion strategy for public appointments, aimed at providing equal opportunity for all, such as providing mandatory equality training and unconscious bias training.
- Actively encouraging leaders and senior managers to have an equity mindset which permeates through their teams.
- Aligning the setting, delivering and reporting of their well-being objectives on equality, with their strategic equality objectives.

## Well-being Goal: A Wales of Cohesive Communities

### Policy Recommendations

#### In setting their objectives specifically in relation to this goal all public bodies and boards should:

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

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

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

### Process Recommendations

#### In their day to day actions they should **stop**:

- Planning and investing in siloes without clearly applying the principles of placemaking as set out in Planning Policy Wales.

#### In their day to day actions they should **start**:

- Applying the steps and actions set out in my 'Journey to Involvement'.
- Building on their focus on communities, demonstrating collaboration, innovation, transparency and local ownership; particularly in light of the Local Government and Elections (Wales) Bill, intended to reform and strengthen local government.
- Embedding a culture of meaningful citizen and stakeholder involvement; as well as making more explicit links with the voluntary sector and town and community councils - both as a voice and delivery partner.
- Supporting and working with community leaders, activists, entrepreneurs and volunteers in the delivery of well-being objectives.

- Recognising that community stewardship of land offers a significant opportunity to deliver on the promise of green growth – to enhance social, environmental, and economic well-being.
- To collaborate with town and community councils and voluntary organisations to set and deliver local well-being objectives and steps.
- Building on their work to help tackle loneliness and isolation and mainstream approaches like these within their service delivery. This requires taking a longer-term, preventative approach.
- Using the relationships they have developed to work better together to plan, prepare and shift their activity and resources towards prevention; to help tackle crime and antisocial behaviour.
- Continue to build on the work they are doing and ensure they involve a wide range of people, organisations and service users in their communities to help inform and shape their services.
- Connecting the Community Hubs programme to the delivery of plans and well-being objectives in their areas.
- To support the long-term development of the Community Facilities Programme in a way which supports their own local well-being objectives and national well-being goals.
- To work with key partners to set standards to ensure people can access green space within 300 metres of their home.

## Well-being Goal: A Wales of Vibrant Culture and Thriving Welsh Language

### Policy Recommendations

#### In setting their objectives specifically in relation to this goal all public bodies and boards should:

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

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

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

### Process Recommendations

In their day to day actions they should **stop**:

- Undervaluing the contribution of culture and the Welsh language to wider outcomes and the prevention agenda.
- Providing only short-term support or funding for time-limited projects or pilots, minimising the opportunity for lasting impact.
- Looking at cultural and Welsh language activities in silos.
- Planning or funding communities that do not consider its cultural impact.

In their day to day actions they should **start**:

- To strengthen the dialogue between culture, science, technology and creative industry experts and practitioners with policy makers.
- Involving arts and culture representatives in Public Services Boards work and activities.
- Making the most of local assets such as libraries, play facilities, museums, galleries, sports facilities, music venues, arts organisations, natural resources and historical spaces to support community well-being.
- Making the most of community organisations and youth groups to bridge the gap and bring culture to the spaces where people are; especially for communities such as BAME and rural, who could feel traditional 'high culture' venues are inaccessible for different reasons.
- Working with cultural professionals to design and build communities and places.
- Building the business development in towns and cities around cultural offer.
- Engaging in innovative partnerships that allow for culture to be more visible in daily life, for example linking the culture and health agendas.
- Mainstreaming Welsh language considerations into all decisions made by public bodies.
- Promoting and supporting Wales' rich diversity of cultures and languages, including working with our vibrant diaspora communities.
- Addressing current lack of access to cultural, sports and recreational activities for BAME people.

## Well-being Goal: A Globally Responsible Wales

### Policy Recommendations

In setting their objectives specifically in relation to this goal all public bodies and boards should:

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

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

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

### Process Recommendations

#### In their day to day actions they should **stop**:

- Investing in fossil fuels.
- Seeing global actions as an 'add-on' to business as usual.

#### In their day to day actions they should **start**:

- Exploring ways their staff can develop the knowledge and skills to understand complex global issues; and identify the impact of individual and collective actions, policies and plans. This will help ensure decisions taken have a positive impact on the world beyond Wales, or as a minimum, avoid harm.
- Being more explicit in demonstrating how initiatives, programmes and decisionmaking are making a positive contribution to global well-being.
- Taking more of a concerted effort to successfully integrate refugees and asylum seekers in Wales.
- Taking steps to ensure they are tackling modern slavery as part of their corporate safeguarding policies; and sign up to deliver Welsh Government's 'Code of Practice: Ethical Employment in Supply Chains'. This includes commitments to treat people fairly when procuring goods and services as well as guidance and training to help achieve them.
- Exploring and demonstrating how they are seeking to move to a system where products can be used again to create further value (the principles of the circular economy); and how this, for example, relates to the development of skills, innovation, local materials and saving money.
- Better demonstrating how their investments are committing to fair and ethical investment; and should further divest pensions and investments funds from sources of harm, fossil-fuels and pollutants.
- Understanding Wales' International Strategy, the United Nations Sustainable Development Goals and their relevance to Wales.
- Identifying what is happening in their communities/areas; and finding ways to help support and scale up international sustainable development initiatives.
- Resourcing and prioritising carbon and eco-literacy training for all elected members and senior officers to ensure they have the necessary skills and understanding to make the right decisions.

## Section 6. Areas of Focus: Land use planning and Placemaking

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

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

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

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

### Process Recommendations

In their day to day actions they should **stop**:

- Looking at Local Development Plans, well-being objectives and well-being plans in isolation.
- Accepting developments that are not fully aligned with Planning Policy Wales 10 and The Well-being of Future Generations (Wales) Act 2015.
- Approving proposed developments which do not enhance or maintain biodiversity.
- Measuring success through the speed at which planning applications are approved.
- Focusing on short-term solutions.
- Showing generic consideration of equality impact of Local Development Plans and major developments.

In their day to day actions they should **start**:

- Taking every step to integrate work between agencies impacting placemaking and our built environment.
- Aligning Local Development Plans and well-being plans/well-being objectives.
- Training everyone involved in planning on the Well-being of Future Generations (Wales) Act 2015 and Planning Policy Wales 10.
- Refusing developments which are not fully aligned with Planning Policy Wales 10 and the Well-being of the Future Generations (Wales) Act 2015 i.e. which do not contribute towards the delivery of sustainable development and do not improve the social, economic, environmental and cultural well-being of Wales.

- Making use of the advice and review service of the Design Commission and of the Welsh Health Impact Assessment Unit for major development and design and revisions of Local Development Plans
- Using the Value of Planning Tool to identify ways to build a case for increasing investment in planning.
- Align planning decisions with Welsh language policy and promotion standards.
- Changing mindsets from consultation to involvement and make every effort to involve people in plan design.
- To synchronise and align all their infrastructure plans.
- Considering starting to adopt Strategic Development Plans or Joint Local Development Plans where there are complex cross border movements.
- Producing plain language explanation of their Local Development Plans and their planning documents and guidance.
- Embracing the new presumption in Planning Policy Wales 10 paragraph 1.17 in favour of sustainable development in accordance with the development plan to ensure that social, economic, cultural and environmental issues are balanced and integrated.
- Using the outcome model provided in annex B of Planning Policy Wales 10.

## Areas of Focus: Transport

### In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

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

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

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

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

### Process Recommendations

#### In their day to day actions they should **stop**:

- Retrofitting WelTAG guidance when a solution (e.g. bypass) has already been identified.
- Prioritising car travel over other modes (especially for business travel) while neglecting to support people to take public transport and provide high quality cycle facilities.
- Building large car parks for new retail developments and office spaces.
- Allowing housing developments to progress before providing sustainable transport options.

#### In their day to day actions they should **start**:

- Making transport decisions informed by the views of people and the community as a first step. They should engage with representatives of all groups being affected by these decisions, including young people, BAME communities, older people and people with disabilities.
- Prioritising provision of high-quality cycle facilities, encourage active travel and support people to take public transport.
- Prioritising the development of active travel infrastructure from the onset of all new developments.
- Ensuring that your transport decisions are fully integrated with housing and land-use planning to minimise the need to travel.
- Using WelTAG 17 as soon as an issue relating to transport is identified, as opposed to retrofitting once a decision on a solution has been made.
- Collaborating with businesses to explore opportunities for creating viable bus services which can operate for other purposes, especially in rural areas. Scotland, Switzerland and Ireland operate schemes where the bus service doubles up for postal delivery and carrying passengers

## Areas of Focus: Housing

#### In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

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

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

- Set out how their steps to meet their objectives on housing can align with their objectives on skills, particularly in relation to the construction industry, and development of skills in modern methods of construction, including low carbon build

### **Process Recommendations**

**In their day to day actions they should stop:**

- Building homes that aren't carbon-neutral.

**In their day to day actions they should start:**

- Embedding values of kindness compassion in their work on housing and ensure these values are embraced by their workforce.
- Ensuring local housing market assessments specifically include well-being assessments conducted by Public Services Boards as part of the data they use.
- Working with housing associations to share and implement innovative practice.
- Considering how they can require zero waste construction through their procurement processes.
- Putting in place a clear plan for addressing climate change displacement (see the recommendation from the Resilient Wales section of Chapter 3).
- Involving the housing sector in the work of the Public Services Boards, including inviting them to join the board.
- Considering housing as one of the wider determinants of health.
- Ensuring Local Development Plans and social housing developments meet the needs of the ageing population.

## **Areas of Focus: Decarbonisation**

**In setting their objectives specifically in relation to this area of focus all public bodies and boards should:**

- Ensure that all well-being objectives, including those relating to jobs, skills and health, seek opportunities to contribute to reducing emissions and consider the impacts of climate change.
- In setting well-being objectives public bodies should ensure they have a significant focus on decarbonisation. They should also ensure that decarbonisation is a key consideration in all objectives that have been set, and in taking steps to meet all well-being objectives.
- Accelerate their action on reducing emissions, helping meet Wales' target of a carbon-neutral public sector by 2030. This means mapping the areas over which you have control, and which have the biggest emissions, and having a plan in place to reduce them. Immediate areas of focus should include carbon reduction through procurement, ultra-low emissions vehicles (fleet), buildings, fossil fuel divestment, decarbonising heat, transport and tourism. (Also a recommendation in the section on A Prosperous Wales in Chapter 3).

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

- Work with Welsh Government to develop a mechanism for assessing the carbon impact of budget decisions and allocations.
- Build on progress in relation to reducing emissions from energy use and buildings, and increase the focus of their decarbonisation efforts on transport, housing, land use and procurement in line with the ambition of achieving a carbon neutral public sector by 2030. (See specific recommendations in other chapters)
- Require all publicly funded building to be carbon-neutral.
- Have an understanding of their current emissions in order to plan how these can be reduced.

### **Process Recommendations**

**In their day to day actions they should stop:**

- Encouraging the use of fossil fuels.
- Encouraging habitat loss and deforestation.
- Encouraging carbon intensive agriculture.
- Funding carbon intensive infrastructure.
- Putting pressure on our natural resources.

**In their day to day actions they should start:**

- Thoroughly understand their current emissions in order to plan how these can be reduced.
- Resourcing and prioritising carbon and eco-literacy training for all elected members and senior officers to ensure they have the necessary skills and understanding to make the right decisions for the climate.
- Ensuring support and sufficient capacity to achieve a carbon neutral public sector by 2030.
- Reducing their need for energy and using energy more efficiently.
- Encouraging the development of local renewable energy schemes.
- Reducing their need for resources and use resource more efficiently.
- Reducing consumption and encourage a circular economy.
- Prioritising local sustainable and active travel schemes.
- Building zero carbon buildings and homes, and retrofitting existing buildings and homes.
- Acting on the health impacts relating to climate change, particularly the disproportionate impact on the most vulnerable.
- Ensuring that all decisions, including pension fund investments, are compatible with the climate emergency.
- Promoting and incentivising individual solutions to support behaviour change, that people can adopt at home and/or work to deliver a wider cultural shift in communities across Wales.
- Considering and taking action to address the climate and nature crisis together.

- Restoring forests and peatland and more sustainable land-use to protect nature.

## Areas of Focus: Skills for the future

In setting their objectives specifically in relation to this area of focus all public bodies and boards should:

- Collaborate and involve a wider set of people to review and design well-being objectives, such as: schools (pupils, governors, headteachers); Further and Higher Education institutions; local business; community groups; Regional Skills Partnerships and others. This could lead to public bodies understanding the broader benefits and steps they can take to improve all aspects of well-being through skills.
- Set well-being objectives on skills which are shaped towards meeting all the wellbeing goals rather than just focusing on 'A Prosperous Wales.'
- Clearly show how they are integrating their objectives on skills with their other objectives.
- Move beyond setting well-being objectives and steps that respond to the economic opportunities and industries of today and, instead, use long-term horizon scanning to mould our future economy - not just ensure current businesses have the workforce they need now and in the short-term.
- Undertake their own workforce audits and skills gap analyses, looking through the lens of the seven well-being goals, including Welsh language skills needs, to identify any gaps to be filled.

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

- Recognise the different skill sets that we will need to meet our targets to reduce carbon emissions and exploit opportunities in a 'green' and circular economy; with renewable energy, less waste and more responsible businesses.
- More widely adopt intergenerational programmes to help us to adapt to demographic changes.
- Seek to reduce inequalities by involving people in the 'story behind the data' and collaborating with others.
- Develop skills, promote our culture, heritage and status as a bilingual nation – particularly as creativity will be one of the most attractive skills for the future.

### Process Recommendations

In their day to day actions they should **stop**:

- Measuring success on economic well-being alone, educational attainment, numbers of jobs created or economic growth and move towards recognising the wider contribution improving skills has on well-being.
- Providing funding for business without requiring them to contribute towards the national mission on education and skills for the future.
- Dismissing job applicants on the basis of qualifications alone, rather than life experience and skills.

In their day to day actions they should **start**:

- Collaborating with others who can help them to set and meet their skills-related objectives and have broader benefits beyond economic well-being.
- Re-assessing the measures of progress and outcomes for skills.

- Promoting culture and Welsh language through apprenticeships, work-based learning and ensuring that it is built in at the start of any technological development.
- Putting in place mechanisms to support and encourage lifelong learning, workforce learning, apprenticeships and work experiences.
- Adopting proactive measures in setting well-being objectives and steps, which include setting challenging targets for recruitment, retention and progression of women, Black, Asian and minority ethnic groups and disabled people; ensuring that they are visible and represented at all levels in their organisation.
- Adopting the actions of the Diversity and Inclusion Strategy for Public Appointments, aimed at providing equal opportunity for all, such as providing mandatory equality training and unconscious bias training.
- Communicating how The Well-being of Future Generations (Wales) Act 2015 links to the delivery of the new curriculum, to ensure that education helps Wales meet its wellbeing goals; including the role schools, colleges and universities could play in meeting local well-being objectives.
- Collaborating with other public, private and voluntary sector organisations to support teaching and learning, provide work experience opportunities and apprenticeships.
- Creating job ladders in areas where there has been no opportunity for progression. Consider introducing job switching to help people progress and gain new skills.

## Areas of Focus: Adverse Childhood Experiences

**In setting their objectives specifically in relation to this area of focus all public bodies and boards should:**

- Collaborate with wider stakeholders including community anchor organisations and the ACE Support Hub.
- Set well-being objectives on Adverse Childhood Experiences that seize opportunities to work with partners beyond traditional services and to consider how they are doing this you can meet other well-being objectives and goals.
- Be willing to fundamentally reform existing services.

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

- Identify evidence based practice from across Wales and beyond and adopt locally.
- Standardise training for Adverse Childhood Experiences and it should be quality assured across all public bodies by formal evaluation; and embedded in organisations so looking through an 'ACE lens' becomes the cultural norm. An accreditation, or approved list in Wales should be explored by the ACE Support Hub.
- Look at the whole system and replace competition with compassion – interventions should be dealing with the person, not the specific issue.

### Process Recommendations

**In their day to day actions they should stop:**

- A siloed approach to early intervention and prevention of Adverse Childhood Experiences.
- Seeing Adverse Childhood Experiences as just a health and social care issue.
- Adding more complexity to the existing system.

- Seeing Adverse Childhood Experiences as a deficit model and not focusing on resilience.

In their day to day actions they should **start**:

- Pooling resources and budgets for the common purpose of tackling Adverse Childhood Experiences.
- Placing an ‘ACE lens’ over all well-being objectives.
- Breaking down barriers between professions, public bodies and communities to allow collaboration and integration.
- To use implementation science for new initiatives and commit to scale up when they work.
- Ensuring relevant information about vulnerable children and families is shared promptly with schools as well as other statutory agencies – adopting Operation Encompass across the board.

## Areas of Focus: Health and Wellness System

No public sector recommendations.

### Section 7. Survey about draft recommendations

The Commissioner decided to make her draft findings and recommendations publicly available for comment in a ‘you said, we did’ approach.

The COVID-19 outbreak meant that she did this through an online survey rather than through drop-in involvement days, for people to tell them whether they had accurately reflected what they had told us and whether they thought what she proposed going forward would make a positive impact on the issues raised. The FG team layered out the vision, listed their analysis of people’s perceptions and asked respondents to score of likeliness of her recommendations to address their issues.

Their feedback has influenced the wording of, and also which recommendations have been taken forward into the final report.

The top recommendations people supported were:

- Transport - Allocate at least 50% of capital transport spend on improving bus and train services (80%)
- Housing - Welsh Government to ensure all grant funding provided for housing in Wales is spent in line with the framework of the Future Generations Act (89%)
- Skills for the Future - Require Regional Skills Partnerships to develop insight and plans that demonstrate how they are applying the Act (76%)
- Adverse Childhood Experiences Provide appropriate funding for a coordinated whole-system approach across the public sector (81%)
- Land Use Planning and Placemaking Change the presumption in favour of development by a need to demonstrate how proposed developments will improve the social, cultural, environmental and economic well-being of the area to be granted planning permission (91%).

The top recommendation people chose was ‘Changing funding arrangements across sectors and services to encourage collaboration to keep people well and reduce demand’ (94%), as per the section on A Healthier Wales in Chapter 3, reflecting an area which the Commissioner also considers needs specific and concerted action from Welsh Government.