

# Cymru Can

The strategy for the Future  
Generations Commissioner  
for Wales 2023- 2030







## How to use this document

This document sets out our new strategy for 2023 – 2030 and our long-term vision.

We’ve given an overview of the way we’ll work, and indications of how we will measure our impact.

The detail of how we will deliver each of our five missions will be included in a three-year routemap from 1 April 2024.

We’ll review our approach as we go, involving others to make sure that we are always achieving the biggest impact we can within our resources to improve the well-being of people in Wales now and for generations to come.

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# Cymru Can

Strategy 2023-2030 for the Office of the Future Generations Commissioner for Wales

## Who we are

Wales is the only country in the world with a Well-being of Future Generations Act. It sets out seven well-being goals for Wales and five principles (ways of working) that help us all work together to improve our environment, our economy, our society, and our culture.



Figure 1: The seven well-being goals wheel



Derek Walker is the second ever Commissioner and his general duties are to:

- Promote the sustainable development principle, and in particular to act as a guardian of the ability of future generations to meet their needs;
- Encourage public bodies to take greater account of the long-term impact of the things they do; and
- Monitor and assess the extent to which well-being objectives set by public bodies are being met.

Further information about the Commissioner's role can be found [here](#).

The Commissioner used his first day in the role on March 1st 2023 to call for 'urgent and transformational change' in Wales and announced he would be working with others to determine 'how' his role could make the most impact.

Cymru Can is the result of that work.





# Cymru Can

## Our Vision



Cymru is a better place to live and has a bright and optimistic future – thriving, inclusive and green.

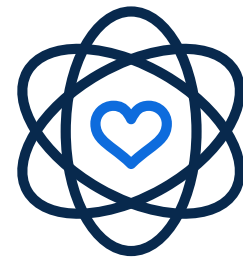
Together we have protected the interests of those not yet born. Well-being and long-term thinking are at the heart of decision-making. [Cymru Can](#).

## Our Values

Every day, we work towards our vision, underpinned by a set of core shared Values.

We are:

- Inclusive
- Bold
- Open
- Supportive
- Optimistic



## Our Purpose

We are a voice for future generations, acting today for a better tomorrow. We advise and challenge, holding decision makers to account. We inspire, convene, and mobilise for maximum impact. Together with others, we are growing a movement for change - putting long-term thinking and a future focus at the heart of everything we do.

[Cymru Can](#) summarises the approach we intend to take over the next seven years towards achieving this vision. It sets out our five missions:



Team Future Gen Cymru



# Foreword

By Derek Walker

Future Generations Commissioner for Wales



Picture the youngest person you know.

Now picture the quality of life you'd want them to have over the next 50 years - how will the things you do today make that good life a possibility?

We've involved people from all across Wales, from individuals, public bodies to voluntary sector organisations and businesses; to determine how we can work together best, using our Well-being of Future Generations Act to create a better future for everyone, young and old, and for those not yet born.

We know that [Cymru Can](#) improve levels of well-being for better lives today and tomorrow. We have legislation that requires it, examples of how it works in practice, and the possibilities to do more – to go further and go faster.

This strategy outlines the five missions my team and I are putting our energy behind from now until 2030; how we're going to do it, the next steps and how everyone can be a part of [Cymru Can](#).

Over the past few years, many of us have reflected on living our lives with more connection, meaning and access to things like clean air, nature, community, local food, and safe spaces that keep us well.

Many of these things are under threat, especially for the most marginalised people in our society (for example, those with protected characteristics), but lots of the solutions to protect and to grow the things that give us well-being already exist and have the potential to spread wider and improve lives across Wales.

Our country has already used the national well-being goals set out in the Well-being of Future Generations Act to achieve a great deal that we can be proud of – from promoting a real living wage across Wales, to a landmark decision to scrap plans to build a motorway that would have burdened future generations with more than £1 billion in debt and compromised nationally important habitats for nature.

It has led to greener transport pledges, as well as a progressive school curriculum and a new way to define economic progress that puts people and the planet first. You may be reading this in 2030; by which time, we'll have shown the world even more bold, ambitious, and transformative action that's helped us exceed our expectations of what was possible.

There's no denying we need urgent and transformational change.

The world must reach net zero carbon emissions by 2050 to avoid catastrophic climate change and systems collapse. Poverty and inequalities are increasing and in every Welsh county, one in three children lives in poverty. Poverty also affects families where people have disabilities and households of Black, Asian or Minority Ethnic backgrounds far more. Prevention is better than cure and trying to fix issues with short-term solutions only provides a short-term 'sticking plaster' solution, instead of treating the root causes.

The Well-being of Future Generations Act is about improving lives now, next year, in 25, 50, 100 years into the future – and more. As we seek to rebuild the system today, we must do it in a way that helps everyone's tomorrow. It's a challenge, but an essential one, and the benefits will be huge for each and every one of us.

Whether you work for a public body, run a business, make up part of the voluntary sector, act as an elected representative, or are someone who wants change, we are all part of the solution to improve lives in Cymru.

Wales can do it, [Cymru Can](#), and we must use the Well-being of Future Generations Act more effectively to make meaningful, yet urgent, change.

Cymru has come a long way and there will always be new challenges, but my team and a wider community of changemakers are ready to ensure we act today for a better tomorrow in every action, big and small.

A Wales that truly serves everyone. [Cymru Can](#).

Find out more about the Well-being of Future Generations Act, [here](#).







## How did we get here?

The first seven years of the Well-being of Future Generations Act put in place solid foundations, achieving impact as part of a movement for change in Wales. We want to maximise the scale and increase the pace of that impact over the next seven years and beyond.

So, on March 1, 2023, we launched Our Future Focus to establish a set of future priorities for our team so that we can best direct our work between now and 2030.

We followed a five-step process (our five 'camau'), using the ways of working set out by the Well-being of Future Generations Act to help us understand the biggest challenges faced by future generations, what public bodies in Wales need to do to address these, and what our role should be in making transformative change happen.

We involved more than 1,400 people across all sectors in Wales, building on research to understand global trends affecting Wales now and in the long term.

We tested our thinking along the way, and, through evidence, analysis, and data, we've gathered a wide range of information that's informed the approach we now call [Cymru Can](#) (you can read more about this in our Methodology Report.)

This has resulted in five integrated missions that will guide our focus and team structure to 2030:

- Effective implementation of the Well-being of Future Generations Act
- Climate and nature emergencies
- Health and well-being
- Culture and the Welsh language
- A shift towards a well-being economy

Through delivering these, we will be able to tackle issues that people are concerned about like the health of our rivers, the housing shortage, ongoing inequality, and the cost-of-living crisis. We also identified topics, themes or systems that connect all our missions, such as the food system, artificial intelligence and digital, which we will explore in more detail.

Figure 3: A summary of our timeline



The Cymru Can approach, which has emerged from this work, is anchored in our statutory powers and duties to advise, monitor and review. Across all of the missions we will:

- Increase the provision of expert advice in a way that recognises the pressures public bodies are facing.
- Monitor progress and highlight where this isn't sufficient.
- Increase the number of targeted reviews to assess implementation of the Well-being of Future Generations Act.
- Spotlight the Well-being of Wales report (the national indicators and milestones) to inform public bodies on how we are collectively progressing towards the well-being goals and where we need to change.

**Our strength lies in seeing the connections and the impact this has on our well-being.**

We can lead by convening people from different walks of life and encouraging public bodies to work with others on solutions for tomorrow that also benefit today.

The Well-being of Future Generations Act is broad in scope, and the [Cymru Can](#) approach is designed to ensure we can focus our work where it can be most effective. It doesn't mean we won't be involved elsewhere in areas not covered in this strategy, but that our missions will be where most of our resources will go and where we think we can have the most impact.



**We will make it our mission to ensure the Well-being of Future Generations Act is applied effectively and with ambition in a way that improves the lives of the people of Wales now and in the future.**

We're taking a 'Theory of Change' approach to planning our missions which, put simply, means we're making clear links between what we do and what we want to achieve (our impact).

#### **Why have we chosen this mission?**

The Well-being of Future Generations Act is unique in the ambition it sets for Wales and is inspiring others across the globe, with the United Nations stating, "what Wales does today, the World will do tomorrow". But despite increasing good practice, it is not being implemented at the pace and scale needed.

Without the urgent changes we need, Wales won't meet crucial targets (for example, around climate change and nature); we won't be able to anticipate and tackle the impacts of global trends; and, without a joined-up approach, we'll be creating one problem as we seek to solve another.

But there is an alternative. Applied effectively and with ambition, the Well-being of Future Generations Act can improve how public services work and deliver for us and help businesses and communities thrive.

Our mission is to ensure the implementation of this legislation fully lives up to its potential, to close the gap between aspiration and delivery. This is our core mission and underpins everything we do.

It means building on what has come before and going further, ensuring public bodies are fully supported to use the Well-being of Future Generations Act, with ambition, to drive change. When that's not happening, we'll call it out.

We know real change happens on the ground, in service planning and delivery, not just in policymaking. For this reason, we'll increase our engagement at all levels of public services. While we will need to work with a 'one to many' approach and build networks of changemakers across Wales to help us, we will also tailor our advice and support to specific audiences to ensure those who must apply the Well-being of Future Generations Act have the awareness, understanding, confidence and tools they need to do it.

#### **Where will we focus?**

Our unique role relates to our legal powers and duties to advocate, advise, monitor, and undertake reviews (which public bodies must respond to); and our ability to convene people and take a 'helicopter view' of inter-connected issues across public services.

These are challenging times - the cost of living and energy crises have hit already-struggling public bodies hard - with difficult decisions to make daily on policy and service spending. The next few years are an opportunity to deepen implementation and impact of the Well-being of Future Generations Act across Wales so that people in all communities, now and in future generations, experience the economic, environmental, social, and cultural benefits in their everyday lives.

**Cymru Can.**

## **Mission 1: Implementation and Impact**



## Implementation and Impact

### Mission

**We will make it our mission to ensure the Well-being of Future Generations Act is applied effectively and with ambition in a way that improves the lives of the people of Wales now and in the future.**

### Need

The Well-being of Future Generations Act is not being implemented at the pace and scale needed.

The sustainable development principle and five ways of working are not consistently applied; and there is variation in the quality of well-being objectives set by public bodies and Public Services Boards.

### Activity

- Tailor existing resources and training and publish new tools that provide support.
- Expand our Future Generations Leadership Academy and international programme to facilitate learning exchanges between public bodies, global policymakers, and others.
- Be a focal point for long-term thinking and expertise.
- Ensure public bodies and Public Services Boards produce and use well-being objectives that work for the long term and drive real progress towards Wales' well-being goals.
- Work with others, including Audit Wales, to develop an effective monitoring system to track progress on well-being objectives.

### Outcomes

- Public bodies and Public Services Boards are maximising their contribution to the Goals through their well-being objectives.
- Public bodies have a greater understanding and confidence in delivering long-term approaches and the Well-being of Future Generations Act.
- Public bodies and Public Services Boards are aware of what good looks like in applying the Well-being of Future Generations Act effectively and with ambition.
- More people, of all ages, are advocating for long-term approaches and for the interests of future generations.

### Impact

The outcomes for people in Wales have improved as measured by the [50 national well-being indicators](#) and milestones.

Wales is a resilient, low carbon society with fair work; more equal, healthier, and globally responsible; with cohesive communities, a thriving culture and vibrant Welsh language.





## Where will we be

Where Will We Be? In 50 years? Will there be  
justice? Will there be peace?

Where Will We Be? In 50 years? Will there be  
justice? Will there be peace?

We need solutions, not excuses. You keep talking,  
but never moving. Why don't you open up your eyes  
and see?

We need solution, not confusion. You keep talking,  
never moving. Mr leader, you have the floor. So use it.

Where Will We Be? In 50 years? Will there be  
justice? Will there be peace?

Where will we be in 50 years from now?

Will we be thriving or burning down?

We need your action plan for change.

We need solutions, not excuses. You keep talking,  
but never moving. Why don't you open up your eyes  
and see?

We need solution, not confusion. We need an action  
plan for change.

Mr leader, you have the floor. So use it.

Or lose it.

Where Will We Be? In 50 years? Will there be  
justice? Will there be peace?

Where Will We Be? In 50 years? Will there be  
justice? Will there be peace?

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**Lyrics and original music created by The Democracy Box young co-creators Saskia Pay and Tamunodokubo Joshua Whyte (Blank Face) for Omidaze Productions in partnership with the Future Generations Commissioner for Wales.**





## Future Generations Leadership Academy

We will scale up our Future Generations Leadership Academy – a flagship programme which is integral to our mission to improve the implementation of the Well-being of Future Generations Act. We will take an ambitious approach to radically increase the reach of the programme over the long term, strengthening our engagement with the public, private and voluntary sectors.

We will continue to grow our successful academy alumni network to support participants beyond graduation; and will involve them in delivering our missions while creating further opportunities for them to champion the Well-being of Future Generations Act across Wales and beyond.

The Future Generations Leadership Academy will:

- Inspire and upskill more participants in implementing the well-being goals, using the five ways of working.
- Build a larger network of peers to support future leaders throughout their careers.
- Create new opportunities for graduates to advise Wales' public bodies on their well-being objectives and plans.

The academy has trained more than 80 young people, aged 18-30, from across Wales on the Well-being of Future Generations Act, and provided a wide range of leadership development opportunities.

It would not be possible without the generous support of partners from businesses, charities, and the public sector. A small number of partnerships also support the participation of disabled people and people from households where neither parent has been to university. A quarter of all participants across our academy and alumni over the past three years are Black, Asian or Minority Ethnic.

Two independent evaluations of the academy have found it has had a transformative impact on the leadership development of participants, that those who have taken part are successfully influencing their organisation's approach to the well-being goals and that they are being recruited to advisory boards across Welsh public life.

These views must guide our understanding of the future, so we are making inter-generationally fair decisions; that's why we're proud that our academy members have become a part of the future generations movement and are crucial to shaping the work we do.



## Wales to the world and the world to Wales

We're proud of the global interest in Wales' approach to future generations.

We'll continue to invest in relationships across the UK and around the world which will support Wales to become a Globally Responsible nation, and to advise public bodies on the steps they can take to support this goal and play a positive role in improving well-being beyond Wales.

This includes acting on climate change, only using our fair share of the earth's resources, building ethical and sustainable supply chains and supporting actions to make Wales a Nation of Sanctuary.

Our priority for international engagement will be to identify good practice on well-being and sustainable development from other parts of the world and facilitate learning exchanges between Welsh public bodies and global policymakers across our missions.

The world needs more countries to legislate in the interests of future generations and we will continue to advocate for this. Gibraltar and the Balearic Islands have created future generations laws or commissioners; and parliaments and governments in Finland, Ireland, Japan and Scotland are considering similar legislation. Wales has even shaped the approach being taken by the United Nations where the UN Secretary-General is establishing a UN Special Envoy for Future Generations.

Our international work is important. Tackling the climate and nature emergencies and transitioning to a well-being economy cannot be done in isolation and while maintaining our international links, we'll make careful and carbon-conscious decisions on where it's appropriate to be there in person or to contribute remotely.

## A More Equal Wales

Ensuring action towards A More Equal Wales underpins all our missions. It is vital in pursuing the well-being of current and future generations that we level the playing field for groups who are currently disadvantaged or excluded, whether that be due to race, disability, gender, sexual orientation, other protected characteristics, or intersectional inequality. We will involve people in our work who can share their lived experiences, knowledge and expertise, and work with public bodies to ensure that, collectively, we are meeting the targets set by the Welsh Government equality action plans for Wales.

We will not achieve our vision for Wales unless everyone is included, and systemic inequality is dismantled.



**We will make it our mission to ensure all Welsh public bodies achieve their net zero and nature positive goals by 2030. As a result, public bodies are leading action on climate change including adaptation, in a way that reduces inequalities and maximises the benefits to people and communities across Wales.**

#### Why have we chosen this mission?

The climate and nature emergencies are the defining challenges of our generation. Our collective response will determine the future for those who come next. Yet, tangible progress has been insufficient in many areas that are dependent on Welsh Government policy powers, most notably low tree-planting rates and peatland restoration and a slow transition to the infrastructure needed to support electric vehicles.

If we carry on like this, the effects of climate change will cause more destruction and loss. More villages like Fairbourne in Gwynedd will need to be 'decommissioned' because we can no longer protect them; we will face spiraling costs as a country (and as householders) in the face of this disruption; and we will fail to take our chance to create prosperity and jobs in the emerging green business sectors.

Without urgent change, we will also be unable to reverse nature's decline. One in six species in Wales, and one in three mammals is facing extinction without intervention. Many of the animals and plants that call Wales home in our seas, hills, fields, and gardens could disappear because of our own actions.

There is an alternative. Many of the solutions to tackle the climate and nature emergencies are already known and are highlighted by international bodies like the Intergovernmental Panel on Climate Change and Welsh experts such as in the Centre for Alternative Technology's Zero Carbon Britain research.

Yet, outdated systems, short-term fixes, and infrastructure barriers (like the national grid) are preventing progress.

Levers like procurement, land use planning and business support have huge potential to enable the necessary change.

We need bold action from across all sectors, and more communication and community conversations about the necessary changes ahead.

#### Where will we focus?

We will challenge and advise public bodies to deliver against their climate targets and forge a pathway to a net zero public sector by 2030; to be leaders in the reduction of territorial emissions; and to achieve a halt to biodiversity decline (meeting commitments under the Global Biodiversity Framework agreed at COP15 to protect 30% of land and water by 2030).

One of our unique roles is to support brave decisions; to do more to proactively champion 'win-win' approaches like community energy that provides low carbon energy while generating local funding and investment; and better understand how Wales can tackle the climate and nature emergencies in a way that prevents unintended consequences, like increasing inequalities. We will use our powers and duties to advocate, advise, monitor, and review.

Public bodies and Public Services Boards must galvanise behind their climate and nature targets and use the levers at their disposal to effect change, while demonstrating the leadership needed by involving communities, businesses, and other organisations. Together, we can do more, faster.

**Cymru Can.**

## Mission 2: Climate and Nature



## Climate and Nature

### Mission

**We will make it our mission to ensure all Welsh public bodies achieve their net zero and nature positive goals by 2030. As a result, public bodies are leading action on climate change including adaptation, in a way that reduces inequalities and maximises the benefits to people and communities across Wales.**

### Need

While public bodies in Wales are tackling the climate and nature emergencies, action is not consistent across all service areas.

There is not always a good understanding of the inter-dependencies between issues.

### Activity

- Advocate that all decision making takes a preventative and long-term view of the climate and nature emergencies.
- Ensure levers, like procurement, land use planning and business support, are affecting positive change.
- Convene Welsh public bodies with others to share good practice and facilitate learning exchanges on the net zero and nature positive agendas.
- Support public bodies to involve communities in assessments and joint actions to reduce emissions on an area-wide basis.
- Help and overcome systemic infrastructure problems, such as access to national grid.

### Outcomes

- More people are involved in collaboration around the transition to net zero, climate adaptation and halting biodiversity decline.
- Public bodies and Public Services Boards understand future workforce needs and are equipped with the skills needed to respond to the climate and nature emergencies.
- Wales has a more ambitious approach to delivering on the third carbon budget for Wales, including area-based approaches to carbon reduction.
- Budget decisions are informed by long-term approaches which support positive outcomes for climate, nature, and our communities.
- Wales is mobilising local communities to protect nature and is able to evidence wider benefits for people and society.

### Impact

Cymru has met its net zero and nature positive goals by 2030.

All around Wales the benefits are being felt – from the green and blue spaces and nature that have been protected and enhanced, to having more energy efficient buildings, community-owned renewable energy schemes creating local investment, and more jobs in the green and blue business sectors.



## Emerging from Winter

We batten down hatches in November  
for the drag of winter. In our flood plain town  
there are things we've had to accept:  
we'll be dragged from our beds  
at 3AM to fill sandbags. We'll build barricades,  
a ring of wet faces under torch light.  
Boys will stand guard on each estate,  
texting updates as fields transform to open water,  
gathering waves. We'll become isolated;  
our roads grow currents, dislodged train tracks  
hang from trees like rope bridges.  
We'll pull together, as we have before.  
A valley of people constructing defences,  
writing letters, checking on neighbours,  
calling on leaders to act.

We'll emerge in March to weather-beaten bunting.  
Our oak tree, engraved with hundreds of years of stories,  
roots loosened by floods, is taken by the river.  
But we re-build this land of Eisteddfod and choir,  
hold our farmers markets and county shows,  
fill our halls with donations, reminded that not all is lost.  
Land and water cannot truly be owned,  
we are part of a cycle as old as time.  
The River Conwy is of its own force —  
how long can we hold the water back?

We wonder if our great grandchildren  
will dip their feet  
to the low river of summers  
and walk the streets we walk today.

**Written by members of the Llanrwst Flood Action Group, edited by  
Taylor Edmonds, Poet in Residence for the Future Generations  
Commissioner for Wales, 2021-2022**





**We will make it our mission to facilitate a transformation in the way we keep people healthy, with a greater focus on prevention and the long term. As a result, public bodies are working together to tackle the root causes of ill health and addressing health inequalities.**

#### Why have we chosen this mission?

Health is central to our well-being and the NHS is one of the country's most valued institutions. Over half of the Welsh Government's budget is spent on health, yet levels of preventable illness and health inequalities remain high. Those living in deprived areas still have a lower life expectancy on average, and we often hear of the frustrations that people experience due to waiting lists and a need for joined-up services.

Cymru has a relatively older population with more complex needs compared to other areas of the UK, and the highest rate of diabetes and obesity. As a population, our mental health is also worsening with loneliness increasingly affecting people of all ages. Despite the hard work and dedication of the workforce across our health and social care sector, the many innovative approaches to lifelong well-being and expansion of approaches such as social prescribing, limited progress is being made towards a healthier Wales.

With the projected growth in demand for our health and social care services, the financial costs are becoming increasingly unsustainable. Without substantial changes we will be unable to care for people at the point of need, and less able to fund other services – like housing, youth teams, leisure and cultural services, community care, and environmental protection – all of which play a crucial role in keeping people well.

We have an opportunity to break this cycle. There is an alternative.

**Cymru Can** build a long-term and collective approach to help keep people healthier, moving from a 'clinical' to a 'social model' of health that recognises the wider socio-economic, cultural, and environmental root causes of illness and the role that strong resilient communities play.

The health and social care sector cannot tackle this alone. It will require a wholesale shift to joined-up systems and preventative approaches, with all sectors working together to take the pressure off the NHS and improve our health now and for the future.

#### Where will we focus?

Our unique role is to support the health sector in applying long-term and preventative approaches; to help equip all public bodies to understand their role in preventing ill health; and to do more to share examples and advocate for people who are doing good things. We need to play a role in changing the narrative from one in which we collectively question whether the NHS can cope or is fit for the future, to one where we articulate and solve the ways in which the wider system is making people unhealthy.

We will support public bodies and Public Services Boards, so they collaborate to use every lever they have, to embrace 'health in all policies.' We will use our powers and duties to convene, advise, monitor, and review.

With a greater focus on prevention and collaboration between all public service areas, we will ensure the system is sustainable in the long-term, acting today for better health tomorrow.

**Cymru Can.**

## Mission 3: Health and Well-being



## Health and Well-being

### Mission

**We will make it our mission to facilitate a transformation in the way we keep people healthy, with a greater focus on prevention and the long term. As a result, public bodies are working together to tackle the root causes of ill health and address health inequalities.**

### Need

Progress towards a Healthier Wales is too slow.

Preventable illnesses are on the rise and inequalities in health outcomes are high in many communities.

The future burden on health and social care is unsustainable without moving to a more preventative system.

### Activity

- Equip all public bodies to understand their role in preventing ill health and to apply long-term and preventative approaches.
- Convene public bodies, community groups and others to facilitate learning exchanges on the health agenda.
- Share good practice examples and advocate for those people doing good things.
- Ensure organisations outside the NHS use their levers to improve health and well-being, in areas like housing, education, and land use planning.
- Work with others to better understand the implications of future trends and the potential of future solutions.

### Outcomes

- The social model of health is understood and is the focus of well-being objectives.
- There is a shift in budgets and planning towards prevention in Welsh Government and public bodies.
- More collaboration and integration are happening between the NHS, social care, and other relevant organisations, for example sharing data, budgets, plans and campaigns.
- A more diverse range of people are involved in co-producing services.

### Impact

Wales is reducing the incidence of preventable diseases, comparing well to other UK nations.

Health inequalities have decreased, and healthy life expectancy is increasing.

People's experience of our health services will be better with joined up health and care plans.

Across Cymru we have created environments for good that promote well-being - not cause illness.



## Long-term thinking

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Considering the long-term impact of the decisions we make today is a key element of the Well-being of Future Generations Act.

As such, it's a priority for our team to ensure public services and others in Wales are equipped with the knowledge, skills and confidence to consider the future in everything they do.

We plan to continue building on our own expertise in long-term thinking and become a hub of knowledge for the public sector in Wales.

We will work with partners, experts, and academics to set up Wales' first hub that provides research and information on future trends and scenarios. We will build our external training offer on long-term thinking and organise more events where the public sector can exchange knowledge and inspiration for the future.

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**We will make it our mission to reinforce the positive impact of cultural well-being. As a result, public bodies are making the urgent changes needed to promote culture and creativity, enhance the fabric of communities and promote multi-culturalism and the Welsh language.**

#### **Why have we chosen this mission?**

Culture is the beating heart of a community. Cultural well-being has equal weight with environmental, social, and economic well-being in the Well-being of Future Generations Act, recognising the enormous role that it plays.

A society with good cultural well-being is one where people benefit from culture, heritage and the Welsh language and can participate in the arts, sports, and leisure. Across Wales, creative freelancers and the cultural sector are doing great work, amplifying causes, addressing loneliness and isolation, bringing new life to old streets, solving challenges, and carving out new spaces for debate and innovation. We want to build on this.

We know, however, that public bodies often find cultural well-being the most difficult area to understand and are also under increased funding pressure which can put our culture and leisure services under threat. Our own analysis has found that culture, creativity, cohesive communities, and the Welsh language are not always understood as being at the heart of achieving other well-being goals and that well-being plans and objectives are not doing enough to ensure cultural well-being outcomes are supported.

Without a change in approach, and significant support to ensure they are a core part of how public services are delivered, arts, culture, leisure, and sports will all play smaller roles in our lives in the future. Our ability to ensure the Welsh language can thrive may also be compromised.

Cultural wealth is often the glue that holds our communities together and once it is lost it is very difficult to recreate.

Harnessing the power of creativity, and bringing people together to co-imagine a better future, will be key to addressing some of the big challenges we face, such as climate change, social isolation, and economic inequality. Culture brings hope, positivity, and optimism to thinking about the long-term.

#### **Where will we focus?**

There is an opportunity for us to support a step-change. Our unique role in this space will be to shine a spotlight on examples that solve challenges through culture; work with public bodies to raise their ambitions around culture and community in well-being objectives; and to collaborate with the creative sector to communicate the challenges and solutions of the future.

A shift in emphasis towards cultural well-being and the freedom of more time to spend on what fulfils us, is at the heart of achieving our vision for a Cymru that is a better place to live in and has a bright and optimistic future – thriving, inclusive and green.



**Pam na allwn ni amddiffyn ein planed wrth i ni beintio, wrth i ni chwarae, wrth i ni ganu?  
Cymru Can.**



## **Mission 4: Culture and Welsh language**



# Culture and Welsh language

## Mission

**We will make it our mission to reinforce the positive impact of cultural well-being. As a result, public bodies are making the urgent changes needed to promote culture and creativity, enhance the fabric of communities and promote multi-culturalism and the Welsh language.**

## Need

Public bodies are not giving culture and the Welsh language sufficient attention in their well-being objectives and plans.

We are not finding the best ways to communicate the necessary actions ahead.

Lack of funding and short-sighted decisions are threatening community infrastructure and cohesion.

## Activity

- Advocate for cultural well-being and the Welsh language to be given more priority in approaches to well-being.
- Shine a spotlight on examples that solve challenges through culture and the Welsh language.
- Convene and collaborate with the cultural and creative industries to communicate the challenges and opportunities ahead.
- Ensure organisations look broadly at how they can improve cultural well-being, for example in areas like housing, land use planning, health, education, and community regeneration.
- Advise public bodies to take action to enhance the fabric of our communities and to value multi-culturalism.

## Outcomes

- There is a good understanding of what cultural well-being encompasses and the positive impact of culture and the Welsh language on the implementation of the Well-being of Future Generations Act.
- Public bodies and Public Services Boards include cultural well-being within their well-being objectives.
- Progress is being made by public bodies to meet national Welsh language milestones (to reach a million speakers by 2050).
- Campaigns and action for positive change are more effective as a result of the contribution from cultural sectors.
- Inclusion and access to cultural activities has improved, especially for people with protected characteristics and those from disadvantaged backgrounds.

## Impact

Wales is making good progress in meeting the national well-being indicators that relate to culture, the Welsh language and community cohesion.

Across Cymru, the percentage of people attending or participating in arts, culture or heritage activities is increasing and more people can speak Welsh.

Communities are more involved in decisions affecting them.



**We will make it our mission to help transition Wales to an economy that puts people and planet first. As a result, governments at all levels, communities and business are making this happen.**

#### Why have we chosen this mission?

The Well-being of Future Generations Act describes a Prosperous Wales as an innovative, productive, and low carbon society which recognises the limits of the global environment and uses resources efficiently and proportionately – emphasising skills, education, and fair work in generating wealth.

This reframing of prosperity does not include GDP, the central measure of economic policy in the global north for decades and this is one of the ways that Wales is doing things differently.

Yet our economy is not yet delivering for all of the well-being goals. The cost-of-living crisis is widening economic inequality in Wales, poverty is increasing, and our economy uses natural resources at a faster rate than we can replenish them.

If we don't change our approach, the consequences will be that the environment on which our economy ultimately depends, will be damaged beyond repair; we will fail to create prosperity and jobs in the emerging green business sectors and realise investment opportunities; and we will store up problems elsewhere – increasing inequalities and a housing market that is increasingly unaffordable, for example. We will end up leaving future generations having to pick up the pieces and pay for it.

We need a smarter, more innovative approach where Cymru is part of a bigger global movement around responsible business and where public bodies use levers such as procurement to maximise the benefits of every pound. Other countries including Canada, Finland, Iceland, Scotland and New Zealand are part of this shared ambition to build 'well-being economies' that shift the focus away from GDP to measure the well-being of people and the health of the planet.

#### Where will we focus?

One of our unique roles in this space is to increase our support to public bodies to shape local and regional well-being economic plans. We will advocate people-centred approaches to economic development, which redirects wealth back into the local economy; places more control and benefits into the hands of local people; and responds to future trends such as AI, digital and green skills. We will work with the organisations already leading on eradicating poverty in Wales to ensure our activities complement efforts to address the root causes of poverty at local, regional, and national level.

Wales will not achieve a well-being economy without the private sector playing its role.

A growing number of Welsh businesses and social enterprises large and small are incorporating Wales' well-being goals into their business models. We will support Welsh Government and other public bodies to produce tools, procurement processes and policy advice that mobilise businesses to support the transition to a well-being economy. The finance and technical assistance provided by the public sector to the private sector – if aligned to the well-being goals – can be an important incentive in creating business models which will protect the interests of future generations. On the ground, the impact will be job creation and fair work, community benefits and environmental improvements.

**Cymru Can.**

## Mission 5: A Well-being Economy



## A Well-being Economy

### Mission

**We will make it our mission to help transition Wales to an economy that puts people and planet first. As a result, governments at all levels, businesses, and communities, are making this happen.**

### Need

Economic growth is often seen as an end in itself, instead of leading to improvements in peoples' well-being.

The cost-of-living crisis is widening economic inequality, poverty is increasing, and the economy is using natural resources at a faster rate than can be replenished.

### Activity

- Assess the integration of well-being economic approaches within local, regional, and national economic development plans.
- Convene public bodies, business, think tanks and others to share good practice and barriers to progress.
- Review future trends, such as AI, and consider how Wales' economic plans could respond.
- Build tools for Welsh businesses on how to support the well-being goals and build tools for the public sector on how to incentivise businesses to act and invest in the well-being goals.
- Provide advice to public bodies on how they measure success in achieving a well-being economy, drawing on international examples.

### Outcomes

- Local authorities, City / Growth Deals and Corporate Joint Committees frame their economic plans around a well-being economy and implement a set of well-being economy objectives.
- More businesses, including social enterprises, incorporate the well-being goals in their business models.
- There is a shared understanding across public bodies about how we measure success in a well-being economy.

### Impact

Wales is making progress on its well-being indicators related to the Prosperous Wales goal.

Our global footprint is reducing, and we are on track to only use our fair share of global resources by 2050.

Welsh economic and business success results in fair work, higher skill levels, lower poverty levels and reduced pay differences based on gender, disability, and ethnicity.



# Measuring Impact

Central to the success of Cymru Can will be measuring our success. We will do this by embedding a culture of ongoing evaluation and review, monitoring our impact, and changing course or adapting our approach as needed, based on what feedback tells us.

We will focus on seven areas of monitoring and evaluation. These are outlined below, with examples of what we could measure. As we move into implementing Cymru Can we will develop these further into a series of Key Performance Indicators.

## What we have done

Example - the impact of our learning and development sessions and the work we do to share best practice.

## Who we have reached

Example - the range and number of organisations engaged through each of our missions.

## Monitoring and assessing

Example - the number of public bodies able to demonstrate progress in their well-being objectives, the ways they apply the five ways of working and in contributing to progress against Wales' 50 national well-being indicators.

## Advice

Example - organisations are taking action following our advice; public bodies and Public Services Boards feel confident in implementing the Well-being of Future Generations Act.

## Convening

Example - stakeholders across all sectors agree that our team is helping to drive change in our mission areas; a wide selection of partners including the voluntary sector and community groups agree that they have a strong voice in setting public sector well-being objectives associated with the missions.

## Advocating

Example - Public bodies have implemented recommendations from our Section 20 review and can provide instances of how it has helped them change practice; an increase in the number of public bodies and Public Services Boards who agree they are clear on the roles of Government, Audit Wales and the Future Generations Commissioner in relation to the Well-being of Future Generations Act and agree the advice they receive is consistent.

## Walking the Talk

Example - we are improving the ways we apply the ways of working as a team, as measured against our Ways of Working Progress Checker.





## Areas of Focus

### Food

Over the next seven years, we will focus on issues that connect and contribute simultaneously to all five of our missions. The first area of focus will be on our food system.

From farm to fork, food is critical to achieving Wales' well-being goals for the health of our people and our planet.

Carbon emissions from agriculture are projected to increase, while the food system is a contributor to nature loss and global deforestation. We waste food at an unsustainable rate and rising food costs and escalating levels of diet-related illness, including obesity, along with climate change and insecure global food supply chains, pose huge long-term challenges to Wales' well-being and our ability to feed current and future generations.

The fact that Wales' food security is heavily reliant on the UK and global food systems should not prevent us from taking action where we can. Wales needs a resilient, long-term plan that shifts agricultural impact towards having a positive outcome on climate and nature restoration, ensuring safe, affordable, healthy diets for people, especially children.

Rural and farming communities are a big part of the solution – they are integral to feeding Wales, protecting nature and are part of our vibrant culture and thriving Welsh language.

Public services must use their levers for change, for example, doing more to facilitate community growing and sustainable land use, considering the wider implications of planning decisions on communities and nature, providing the framework of farming subsidies and grants and understanding the local and global impact of food spending.

There are several opportunities around food which will help Wales to achieve its well-being goals:

- The growth of agroecological farming practices and the emphasis on climate change and nature protection within Wales' first Agriculture Act.
- A growing momentum around community food, linked to local supply chains for school and hospital meals.
- An increasing interest within public bodies and Public Services Boards to develop local, cross-sector food partnerships and invest in local, sustainable food production and consumption.

Through a focus on food, we will involve the public, private and voluntary sectors in our plans to:

- Advocate for Welsh Government to develop a long-term food strategy framed within the Well-being of Future Generations Act.
- Work with public bodies and Public Services Boards to integrate sustainable food policies within their well-being plans, including developing community food plans.
- Ensure all five of our missions contribute to long-term systems-planning around food resilience.



### Artificial Intelligence and digital

Another of our areas of focus will be digital and Artificial Intelligence (AI) and the associated opportunities, benefits, and risks for future generations.

While Wales is actively exploring AI opportunities, there is a skills gap, a lack of infrastructure and a lack of data in some areas.

Almost one in five people in Wales lack basic digital skills, the highest proportion of any UK region. The most digitally excluded people in the Welsh population are those aged 75+, while younger people and women are more at risk to the impacts of automation in the future.

There is huge potential in these technological advances around improvement of healthcare, transport, education, and public involvement, as well as helping to tackle the climate emergency, for example, by optimising energy consumption, improving renewable energy systems and supporting environmental monitoring.

AI needs safeguarding for transparency and accountability to ensure systems prioritise human rights, fairness and social well-being.

AI needs to exist in a fair-well-being society and [Cymru Can](#) model a compassionate, well-being society to increase the potential for AI being used as a force for good in the future.

We need to plan for the impacts of AI on the future workforce, education and daily lives.



## Being part of the movement for change

To achieve our five missions, we'll need to collaborate widely and involve people across sectors, across Cymru.

Achieving long-term change for future generations will require a very broad movement for change, mobilising people from all backgrounds to be part of changing how we live, work and plan for the future.

We won't achieve any of this alone. The next steps of this work will be to join forces with organisations and changemakers who can help us in achieving maximum impact.

Engaging with Public Services Boards and at all levels within public bodies will be vital, including close co-operation with organisations that also support Cymru in achieving the Act, like Audit Wales, Welsh Government, Academi Wales and the Welsh Local Government Association. We also recognise the role that the huge network of town and community councils play.

Public services don't exist in isolation – a key component of **Cymru Can** is continuing to work with the voluntary sector, community groups, the business sector, higher and further education, research institutions, think-tanks and with fellow commissioners, who understand what works and, between them, hold levers for change.

In taking forward **Cymru Can** we will:

- Seek out and value independent expertise, lived experiences and diverse voices.
- Understand our unique role in tackling complex issues.
- Share learnings, amplify the messages of others and advocate together where necessary.
- Listen to what people tell us about what's working, what needs to change and where we're best placed to help that happen.
- Promote Wales' place on the world stage.

The involvement and co-production that led us to **Cymru Can** will underpin our work going forward, including as we prepare for our Future Generations Report 2025.

If you're interested in any of our five mission areas, please get in touch to discuss how we might work together. You can email us at [contactus@futuregenerations.wales](mailto:contactus@futuregenerations.wales).

## Walking the Talk – being the change we want to see in others

We will continue to establish a solid foundation for progressive policies and innovation around our use of the ways of working, in particular in the corporate areas of change, in order to walk the talk on the Well-being of Future Generations Act.

Here are some examples of how we'll do this. Our more comprehensive plans are available [here](#).

- Fostering a culturally inclusive working environment embracing the power of culture and diversity.
- Implementing our Anti-Racist Action Plan.
- Continuing to be a real Living Wage employer and supporting local businesses.
- Ensuring our team is eco-literate and equipped to deliver on our workplace carbon reduction plan and Section 6 biodiversity duties.





## What's Next?

It's time to think the world anew and there is so much that we can do together.

By 2030, we can have a Cymru of which everyone can be proud – one which is on its way to protecting future generations into the next few centuries and beyond, and to meeting its well-being goals.

What will that look like if you work in a public body? We'll all be sharing ideas and helping each other tackle the root causes of issues more easily; we'll be confident about our joined-up services because we've involved the brilliant ideas of people who rely on them; long-term thinking and preventing problems before they arise is standard; and things just make sense because we've connected the dots and delivered multiple wins that improve the well-being of everyone in Cymru.

For everyone else – we'll notice the difference in our daily lives.

A Wales that feels different. A future where we live in harmony with, not at odds with nature? [Cymru Can](#).

Secure, inclusive neighbourhoods with safe places to rest and play? [Cymru Can](#).

Increased civic pride, where people are supported to get together to grow and build? [Cymru Can](#).

A place where we stand up for people and planet? [Cymru Can](#).

**The next words go to some of Cymru's changemakers. What will you add?**

**Lexie, aged 14, from Swansea, became 'Future Generations Commissioner for the day' as part of a takeover with global children's charity, Plan UK, for the UN's International Day of the Girl Child.**

**Here, Lexie describes the changes she wants to see in Wales by 2030...**

"I want Wales to be a representative country for others to follow and look up to.  
I want safe, clean streets where you can walk without the fear of being followed.  
I want littering and food waste to have massively reduced.... more companies to take care of our planet by making eco-friendly packaging and making sure it's not being discarded and making a mess of our spaces, our home."

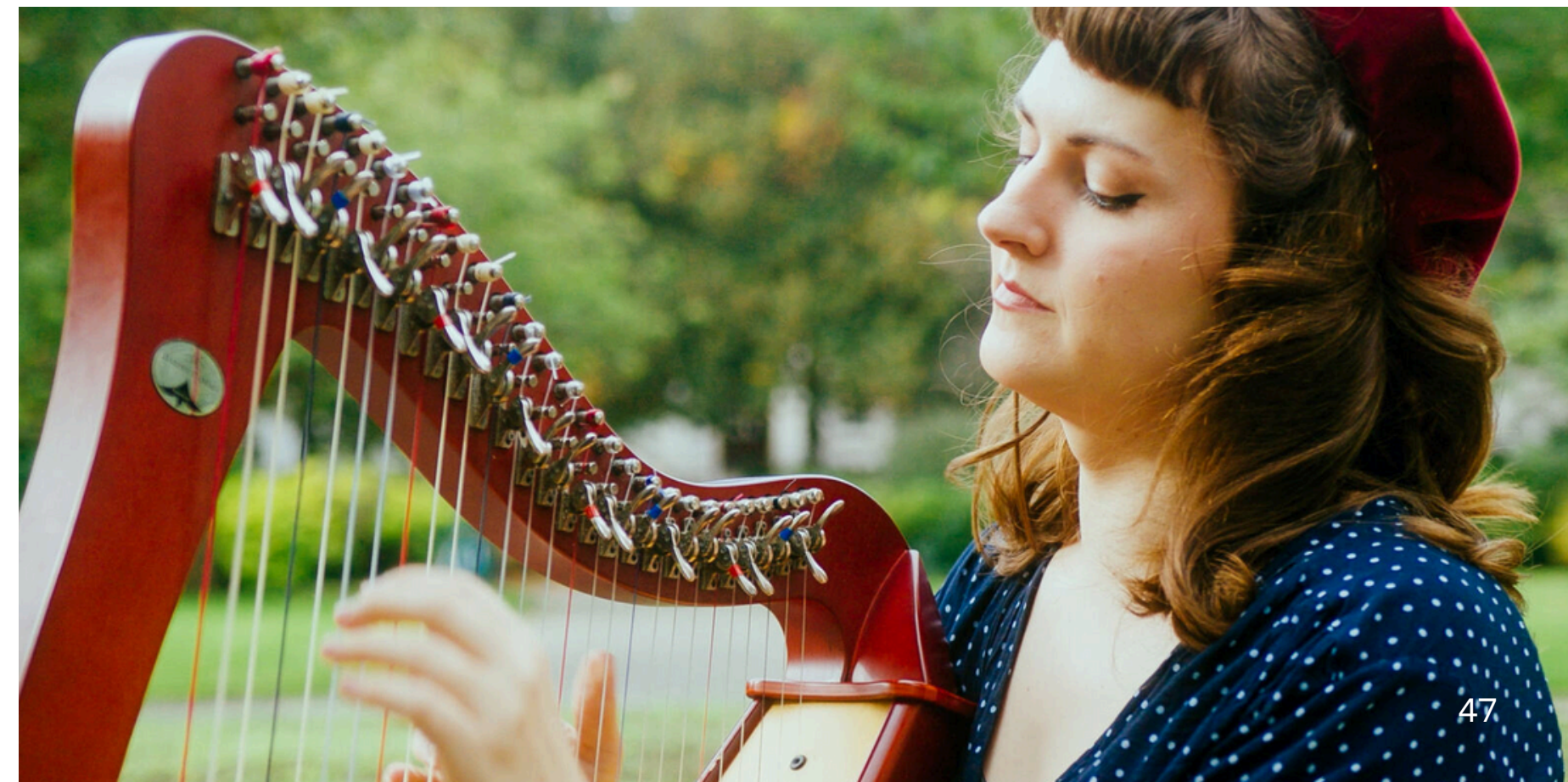
“

Change isn't happening fast enough. Finance is not the only barrier to action on climate change – it's mindset and beliefs, political will and social change. CAT has been researching and sharing ways of addressing environmental challenges for 50 years now. We know we have the technology to get to net zero, but without a shift in mindset, we won't get the change we need. The Well-being of Future Generations Act has an amazing reputation internationally. You've had a great start – now we need to focus on how we engage hearts and minds and accelerate the pace of change.

**Eileen Kinsman**  
Co-CEO, Centre for Alternative Technology

”

# Cymru Can





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