

Comisiynydd
Cenedlaethau'r
Dyfodol
Cymru

Future
Generations
Commissioner
for Wales

ANNUAL REPORT

2024-2025

futuregenerations.wales

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AMAN AWEL TAWE BUILT A TWO-TURBINE 4.7 MWP COMMUNITY WINDFARM IN NEATH PORT TALBOT, GENERATING INCOME FOR THE COMMUNITY.

POWERING UP COMMUNITY ENERGY

Foreword

Ten years ago, Wales made a [world-first commitment](#) to protect the well-being of future generations.

On the floor of the Senedd, Wales passed a law rooted in people's priorities and inspired by the Seventh Generation Principle - one that puts long-term thinking and sustainability at the heart of public life.

Since then, the [Well-being of Future Generations \(Wales\) Act](#) (WFG Act) has driven change across Cymru - from fairer transport and a new school curriculum to universal primary school meals and a national strategy to build an anti-racist Wales.

But shifting to a long-term mindset takes more than policy. It demands a culture change.

And we're not there yet.

Across health, climate, nature, food, and culture - we are off course. Delaying action will cost more in the long run, in every sense: financially, socially, environmentally, and morally.

As Commissioner, my job is to represent the interests of those not yet born - to make sure Wales is a country fit for their future. This report shows what my team and I have done over the past year to help public bodies meet the ambition of the Act.

That includes supporting better action on food and river pollution, championing prevention in health, [influencing international policy at the UN](#), and ensuring culture and creativity are valued as essential to well-being.

We've offered advice, convened collaboration, and challenged where needed - including calling for a permanent end to coal mining in Wales.

The impact we've had is down to strong partnerships. Diolch yn fawr to everyone - from public servants and business leaders to activists and artists - who has worked with us to deliver change over the last 12 months.

The year ahead is a crucial one. With the next Senedd elections approaching, I've set out clear asks for every political party - to take decisions that shape the next 40 years, not just the next four.

We know what needs to happen. The vision exists. The tools are in our hands. Now, we must act.

Future generations won't remember the reports we write. They'll live with the decisions we make.

Cymru can lead the way. And we must — together.



Derek Walker
Future Generations Commissioner for Wales



Well-being of Future Generations Act

The [Well-being of Future Generations \(Wales\) Act](#) (WFG Act) sets out a bold vision for a sustainable Cymru.

It requires public bodies to think long-term, work with people and communities, and take action to prevent persistent problems such as poverty, health inequalities and climate change.

To achieve this, the WFG Act sets out seven well-being goals. Public bodies must work towards all of them, not just those that align with their remit.

The WFG Act also defines five ways of working that must guide how public bodies operate:

- Long-term
- Involvement
- Prevention
- Collaboration
- Integration

The WFG Act applies to 56 public bodies, as well as to many town and community councils, who must contribute to their local well-being plans.

Each area also has a public services board (PSB), responsible for:

- Assessing local well-being
- Setting well-being objectives
- Creating plans that contribute to the national goals.

In April 2024, the Social Partnership and Public Procurement Act updated the definition of a Prosperous Wales, replacing 'decent work' with 'fair work'.



Duties of the Commissioner

ROLE OF THE COMMISSIONER

The Well-being of Future Generations Act establishes the role of [Future Generations Commissioner for Wales](#), who is appointed by the First Minister of Wales.

The Future Generations Commissioner's role is to be the guardian of future generations. This means helping public bodies and those who make policy in Wales to think about the long-term impact of their decisions.

As well as providing advice, the Commissioner monitors and assesses the extent to which well-being objectives set by public bodies are being met.

The Commissioner can also undertake research into the extent to which the well-being goals and national indicators are consistent with the sustainable development principle, as well as the extent to which the sustainable development principle is taken into account in national indicators set out by the Welsh Government.

Finally, the Commissioner can conduct formal reviews to provide them with insight on how public bodies apply the WFG Act.

ROLE OF THE AUDITOR GENERAL

The Auditor General for Wales has a statutory role - assessing how well public bodies are applying the sustainable development principle when setting objectives and taking action.

THE LAW ALLOWS THE COMMISSIONER TO:

- Provide advice or assistance to a public body
- Provide advice or assistance to a public services board in relation to the preparation of its local well-being plan
- Provide advice or assistance to any other person who the Commissioner considers is taking (or wishes to take) steps that may contribute to the achievement of the well-being goals
- Encourage best practice amongst public bodies in taking steps to meet their well-being objectives in accordance with the Sustainable Development Principle
- Promote awareness amongst public bodies of the need to take steps to meet their well-being objectives in accordance with the sustainable development principle
- Encourage public bodies to work with each other and with other persons if this could assist them to meet their well-being objectives.



Vision, Purpose and Values

My strategy, [Cymru Can](#), sets out my vision and purpose, and five missions - the areas where I am focusing my energy from now until 2030.

Cymru Can is about going further, faster. I am working with others to drive the urgent changes needed for Cymru to be a better place to live — one that's thriving, inclusive, and green.

Although the Act applies to public bodies, I know that individuals and organisations across Wales are working every day to improve the well-being of future generations.

Cymru Can is for everyone who cares about building a better future - and we can't do it alone.

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 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.

WHAT WE VALUE MOST

Our values shape how we work and how we show up. They guide our decisions and our culture.

INCLUSIVE:

- We involve people from all communities and backgrounds, and we embrace our differences, recognising that we are stronger because of our diverse experience and perspectives. We actively take a stand against discrimination and are striving to be an actively anti-racist organisation.
- We recognise the importance of connecting and collaborating with people across Wales and go wherever they are, on the journey to achieving the Wales We Want.

BOLD:

- We are independent; we use evidence to explore and champion novel and innovative approaches to address the complex issues we face.
- We consistently review our work and impact, stretching ourselves to do more and to do better.

OPEN:

- We cultivate a culture of honesty, speaking our minds and encouraging challenge.
- We work in the open, showing our progress, sharing our learning as well as our mistakes.

SUPPORTIVE:

- We act with kindness, acceptance, and a genuine interest in each other and those we work with. We respect people's needs and choices, learn what makes us tick and we believe in each other's potential.
- We are ready to help. We give our time and expertise to make change happen.

OPTIMISTIC:

- We champion that there is always hope and potential to create a better tomorrow and support others to be the change we all need to see. We face difficult truths and persevere.
- We shine a light on good work and positive action, so that we can all be moved to do better and realise our brighter future

Impact and Reach

2024 - 25 in numbers

I have put in place a performance management framework on which I can be measured and held to account.

It is based on a culture of ongoing evaluation and review.

My approach encompasses spotlighting progress against the well-being goals and national indicators; monitoring the recommendations in my Future Generations Report; and tracking the success of activities which I committed to in Cymru Can.

Here's a snapshot of the past year.

1 Future Generations Report published with **50** recommendations

540 pieces of advice and support

39 training sessions and events reaching **2400** people
 → **6.5/7** satisfaction score
100% report improved knowledge

9 written submissions to shape national policy

More than **100** speaking engagements

29 media statements and **88** pieces of coverage

10 ministerial meetings and one senedd committee

36 public bodies completed the Ways of Working Progress Checker



● CYMRU CAN - IMPACT AND REACH

36 participants joining the Future Generations Leadership Academy, with **32%** from Black, Asian or minority Ethnic communities

238 well-being objectives and **2155** steps analysed

A11 internal audits achieving Substantial or Reasonable Assurance and a clean external audit

Reduced our carbon emissions by **53%**



Cymru Can - Impact at a Glance

IMPACT AND IMPLEMENTATION:

The advice provided by our team this year has reached more public bodies than ever before.

We **delivered more training sessions** and met growing demand across the board.

Our training is working — sessions scored an average of **6.5 out of 7 for satisfaction** and **100% of participants** said their confidence in applying the Act had improved.

This is helping to build skills, strengthen delivery and embed change across the Welsh public sector.

CLIMATE AND NATURE:

Our **advice helped reboot Welsh Government's approach to river pollution**, leading to Water Summits that now focus on all rivers and all sources of pollution — reflecting the concerns people across Wales have raised.

We worked with public bodies and experts to push for urgent action on decarbonisation, climate risk and nature recovery.

HEALTH AND WELL-BEING:

Prevention is now a strategic priority in Welsh Government's key planning guidance to health boards.

This is a **direct result of our advice** — and now every health board must show how they're using their resources to prevent ill-health.

CULTURE AND THE WELSH LANGUAGE:

We organised a cultural exchange to Bradford, UK City of Culture 2025, **bringing 20 Welsh leaders from the public and culture sectors together** to explore how cultural well-being can be embedded in public services.

WELL-BEING ECONOMY:

We **launched the first business toolkit** on the Act at a joint event with the Principality Building Society.

More than 100 businesses attended the launch. It's a big step in helping the private sector align with the well-being goals.

FOOD:

Working with Food Sense Wales, we **influenced the Welsh Government's Community Food Strategy**, making the case for action on healthy, sustainable and local food.

This helped secure longer-term support for Local Food Partnerships and greater emphasis on integrating food into public bodies' plans.

GLOBAL IMPACT:

Our team helped **shape the United Nations' Declaration on Future Generations**, which commits countries to protect the interests and needs of those not yet born.

The declaration was directly inspired by Wales - and as a result, more nations are turning to Wales to learn from our model.

PROGRESS AGAINST OUR NATIONAL GOALS

The [National indicators](#) measure Wales' progress against the well-being goals and are reported annually by Welsh Government.

We need to make better use of this information to improve delivery.

I have made a commitment to spotlight what the Well-being of Wales report tells us each year, and I have made the indicators central to our advice and advocacy, to emphasise that decisions must work towards these targets, not against them.

In 2024, the [Well-being of Wales report](#) showed a mixed picture across our national goals and that inequalities are continuing to widen. We must go further and faster to demonstrate positive change throughout all our aspects of our lives.

Ways of Working

LONG-TERM

We launched [Hwb Dyfodol](#), a **national centre for long-term and futures thinking**, bringing together senior leaders from across the public sector to build capacity.

PREVENTION

We've continued to make the **case for ringfenced prevention budgets**.

Our call is backed by **Senedd's Finance Committee**, the **NHS Confederation** and **Sport Wales**.

COLLABORATION

Our **fifth Future Generations Leadership Academy cohort graduated** in March.

The programme is delivered with support from a wide range of partners including public bodies, businesses and universities.

INTEGRATION

Together with **Cardiff Metropolitan University**, we published new research on **Climate Change and Cultural Risk** at the National Eisteddfod in Pontypridd, influencing Welsh Government's new National Priorities for Culture.

INVOLVEMENT

We've maintained deep engagement with communities, public bodies, and stakeholders — including a **second round of meetings with all 56 public body leaders**.

We also commissioned work from the **New Citizens Project** to strengthen our support for deliberative democracy.



Involvement and Collaboration

Involving others in our work is essential — and we're working hard to lead by example.

Over the last year, we've engaged with a wide range of people and organisations across Wales — from public body leaders to grassroots community groups — to help shape our priorities and understand what matters most.

PUBLIC BODIES:

Since taking up post in 2023, I've met with chief executives from all 56 public bodies covered by the Act — twice.

My team has also delivered workshops, online sessions and in-person events, including our Action Summit attended by more than 300 people.

YOUNG PEOPLE:

Young people's voices are central to our work. From our Academy and partnerships with Omidaze and Democracy Box, to school visits and event contributions, we're ensuring the next generation is heard.

VOLUNTARY SECTOR:

We've worked with Wales Environment Link, my Equalities Stakeholder Group and others to bring expert voices into our Future Generations Report.

We co-hosted events like the Well-being Economy Conference and met biannually with the WCVA and the Third Sector Partnership Council — with more than 80 people attending.

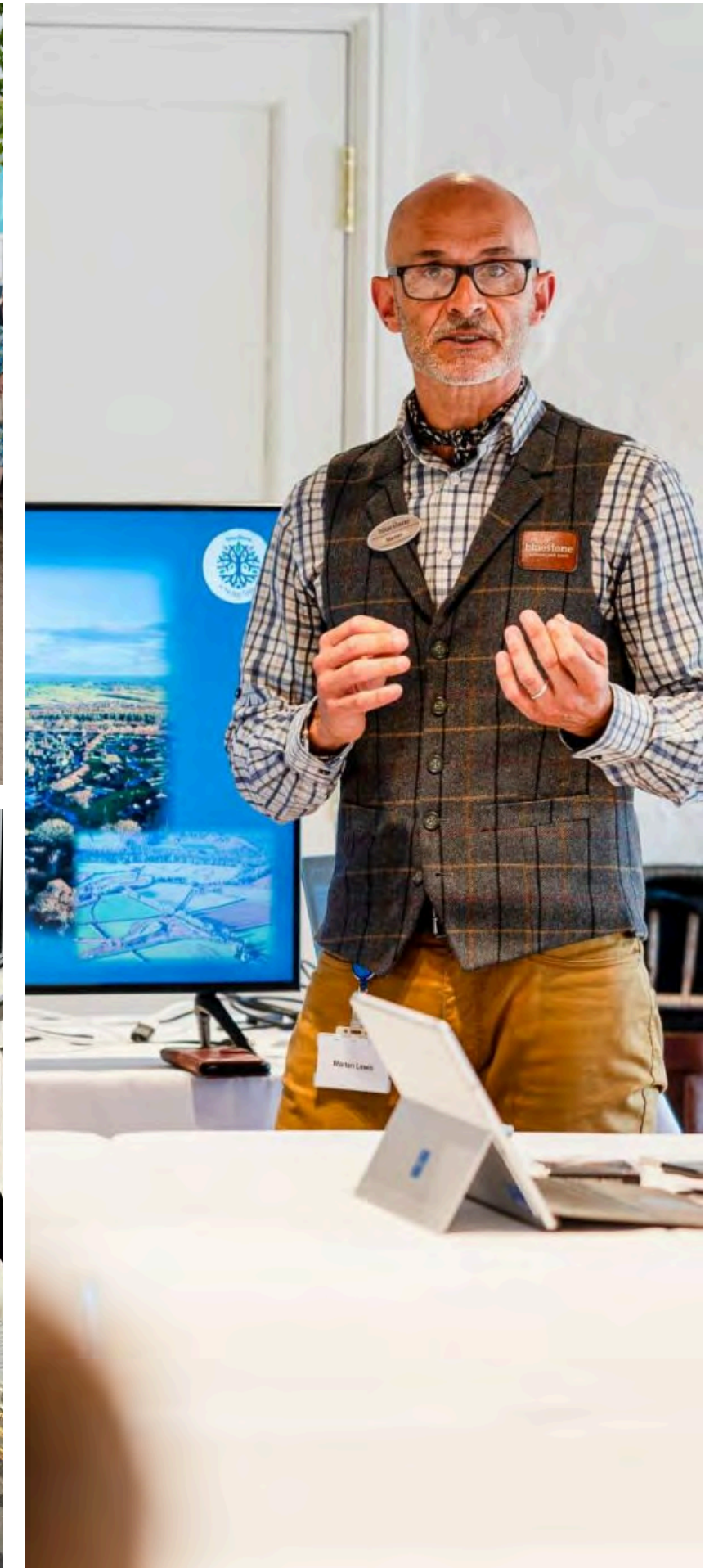
BUSINESSES:

Our Business and WFG Act Toolkit was launched with over 100 business representatives.

Businesses including the Principality Building Society, Castell Howell and Dŵr Cymru are active supporters of the Academy, and one business leader sits on our Statutory Advisory Panel.

TRADE UNIONS:

We've engaged unions through roundtables, workshops and the Wales TUC General Council — exploring how the WFG Act connects with the Social Partnership and Public Procurement Act.



WELSH GOVERNMENT AND THE SENEDD:

Throughout 2024-25, I have continued to **engage and work constructively with the Welsh Government** and provide evidence to Senedd committees and respond to key consultations.

In 2024–25 this included:

- Oral evidence to the **Equality and Social Justice Committee** annual scrutiny session in June 2024.
- Responding to consultations on:
 - Mental Health Strategy
 - Obesity Strategy
 - Climate Change Adaptation Strategy
 - Environmental Principles, Governance and Biodiversity Targets ([White Paper](#))
 - Diverse Representation in the Senedd
- I also **wrote to ministers** on:
 - River pollution and Water Summits
 - Prevention in budgeting
 - Race to Zero and decarbonisation
 - Pensions and climate investment

Further information on meetings is contained on pages 53-54.

ELECTED REPRESENTATIVES:

We've had regular engagement with Ministers, Members of the Senedd, local government representatives and community councillors through events like the One Voice Wales conference.

THE MEDIA:

Working with the media enables me to raise awareness about issues and concerns affecting future generations and the action needed to deliver change.

I have maintained a strong media presence throughout 2024-25, issuing 29 statements and press releases on a wide range of issues to secure a total of 88 pieces of media coverage in titles from Sky News to South Wales Argus, from Sydney to Swansea.

My team and I have taken part in interviews with news programmes across radio and television, and we have shared 57 case studies and examples in our newsletter, on social media and in news releases.

Our followers on LinkedIn have grown from 5,500 to 6,200 and have 20,000 average website monthly views.

STATUTORY ADVISORY PANEL:

Our panel continues to guide our work, with regular meetings and joint projects. We're grateful for their insight and challenge.

OTHER PARTNERS:

We have worked with academia, housing associations and supporting organisations such as the Welsh Local Government Association. We have also replied to 105 letters from members of the public who have contacted us.

We've spoken at national conferences like [TPAS Cymru](#) and the Wales Real Food and Farming Conference, and worked with community projects.

CHANGEMAKERS AND UNSUNG CHAMPIONS

Making Wales fit for future generations takes a whole movement.

We've been inspired by the changemakers across Cymru — from doctors championing active travel, to libraries going net zero.

More than **120 young leaders have now graduated** from our [Future Generations Leadership Academy](#) — applying the Act in communities, workplaces and public bodies.

Businesses like the **Football Association of Wales**, **Bluestone** and the **Principality Building Society** are using the WFG Act to shape their decisions, even without a legal duty to do so.

[Câr-y-Môr's success](#) in winning a 20-year marine licence is just one example of what's possible.

The voluntary sector has been a driving force — from campaigning for clean rivers and growing veg in schools, to building community energy projects that support people and the planet.

These are the people making the future real. But there's still a gap between ambition and delivery — and we need to close it, together.

• WHAT'S OUR FUTURE?
KYLE STEAD

“

*Can we be better?
Collectively, Cymru can.*



Implementation and Impact

Our top priority is making sure the Well-being of Future Generations Act works — and works harder.

Public bodies tell us they need support, challenge and permission to think long-term. That's why I've reshaped our work — putting more time and capacity into helping them deliver on their well-being objectives and the five missions set out in Cymru Can.

WHAT WE DID IN 2024-25

- Provided a record amount of **expert advice and support** by responding to **540 requests** for advice — up 9.4% on last year. Nearly half came from public bodies covered by the WFG Act. Topics ranged from climate and procurement, to food, prevention, and corporate planning.
- Delivered **39 training sessions and events**, reaching more than **2,400 people**. Participants reported increased confidence in applying the WFG Act.

- Supported the **newly added public bodies** covered by the Act in 2024, such as Transport for Wales and Qualifications Wales, with training and advice on drafting well-being objectives.
- Gathered data and insight to inform the **Future Generations Report 2025**, shaping advice for government and public bodies.
- Met with almost **every public body chief executive** to understand progress and challenges, and to shape the Future Generations Report's recommendations.
- Convened a **Supporting Organisations Network**, including Audit Wales, Public Health Wales and the Co-production Network, to share learning across the sector.
- **Marked 10 years of the Act**, taking part in a year of shared reflection and learning with [SDCC+](#) and Welsh Government, using the anniversary to raise awareness and encourage challenge.
- **Collaborated with Audit Wales**, refreshing our [Memorandum of Understanding](#) and working closely to align our monitoring and support roles.

- **Highlighted progress** by bringing together more than 100 public body representatives to share insights from the **Well-being of Wales Report 2024**, encouraging use of indicators and milestones.
- **Analysed performance** by reviewing **238 well-being objectives** and **2,155 steps** from 44 public bodies. Our findings:
 - Some goals — like a *Globally Responsible Wales* and a *Wales of Vibrant Culture and Thriving Welsh Language* — receive less focus.
 - There's a need for clearer, better communicated objectives and steps.
 - Long-term and preventative approaches are growing — but involvement remains underused.
- **Held Welsh Government to account**, holding regular meetings with the First Minister, Cabinet Secretaries, the Permanent Secretary and officials to track their delivery of the WFG Act and their response to our [2022 investigation](#) into how the Welsh Government implements the WFG Act.



NEW RESOURCES

We developed several tools and resources to support implementation:

[You, Me and the Future of Wales](#)

- A bilingual e-learning tool co-produced with the Open University, Welsh Government and Wales Council for Deaf People — available in BSL.

[Ways of Working Progress Checker](#)

- A practical tool to help public bodies assess their organisational culture. Used in webinars and one-to-one sessions. Insights fed into our Future Generations Report.

Global learning tools

- We supported **Dolen Cymru Lesotho** to co-create a school resource connecting pupils in Wales and Lesotho around long-term thinking.

AS A RESULT:

- Our training sessions have a high **satisfaction score of 6.5 out of 7**, and 100% of those surveyed reported they have improved confidence in applying the WFG Act.
- Our advice and support has led to changes in practice and policy. Examples of change include:
 - **Sport Wales** launched a new strategy aligned with all seven well-being goals.
 - **Hywel Dda University Health Board** committed to shifting spend towards prevention.
 - **Qualifications Wales** redesigned qualifications around the Act.
 - **Newport Council** restructured its services to prioritise early intervention.
 - **Vale of Glamorgan Council** ended the use of hotels for temporary housing, recognising its long-term impacts.
- Our advice has impacted on the additional public bodies covered by the legislation from 2024, with better well-being objectives and steps as a result.

“ FEEDBACK HAS INCLUDED:

“I would like to extend my sincere thanks to [the team], whose invaluable advice and support were instrumental in shaping our objectives—I am incredibly grateful for the contributions.”

“The exercise was particularly helpful. Working in a group was also very helpful as new ideas and other perspectives enhanced our long-term thinking plan.”

“A session highlight was the chance to network with other public sector organisations to compare notes on approaches and implementation.”

“I’ll be working closer with schools to promote healthy eating.”

“This opportunity to pause and reflect upon our progress in implementing the WFG Act was a very positive experience for my officers.”

“When holding transformation project meetings, strategic and departmental planning and risk sessions with senior leaders and middle managers, we will be referring to and applying the principles of the Act to ensure our statutory commitments are being met with measures in place to assess progress.”

WHAT’S NEXT:

I will:

- Prioritise delivery of the Future Generations Report 2025, helping public bodies understand and implement the recommendations.
- Deliver a programme of new training and development sessions, tailored to key themes from the Future Generations Report.
- Align my work with the Auditor General for Wales particularly around our similar calls for a post-legislative review of the Act.

HWB DYFODOL

To help public bodies strengthen their long-term thinking, we launched [Hwb Dyfodol](#) - a collaborative centre of expertise focused on futures and foresight.

The **Hwb Community of Practice** now brings together **48 members** from organisations including Welsh Government, Cardiff Council, Public Health Wales, Cardiff University, and Natural Resources Wales.

"By creating visions of the future, we have a better chance of making the right decisions now to enable that future."

Sophie Spooner, Hwb Dyfodol participant

IN 2024–25, WE:

- Ran **5 workshops** attended by **85 participants** from **35 organisations**
- Received an average satisfaction score of **6.4 out of 7**
- Heard from **100% of participants** that their confidence and understanding of long-term working had improved

“ PARTICIPANTS TOLD US:

"I enjoyed the group session, deepening my understanding of futures thinking and foresight"

Our facilitator was good at coaxing ideas out of us and opening up the discussion. At our table there were people from different sectors bringing completely different perspectives with them"

"I am planning to develop internal resources and integrate futures thinking, particularly within transport planning and project management."

"I will influence others to use long-term thinking in their ways of working."

"FGC events are always very full of optimistic energy which is always reinvigorating. Thank you!"

The Hwb is already influencing change — Transport for Wales is applying the training to support project planning and decision-making.

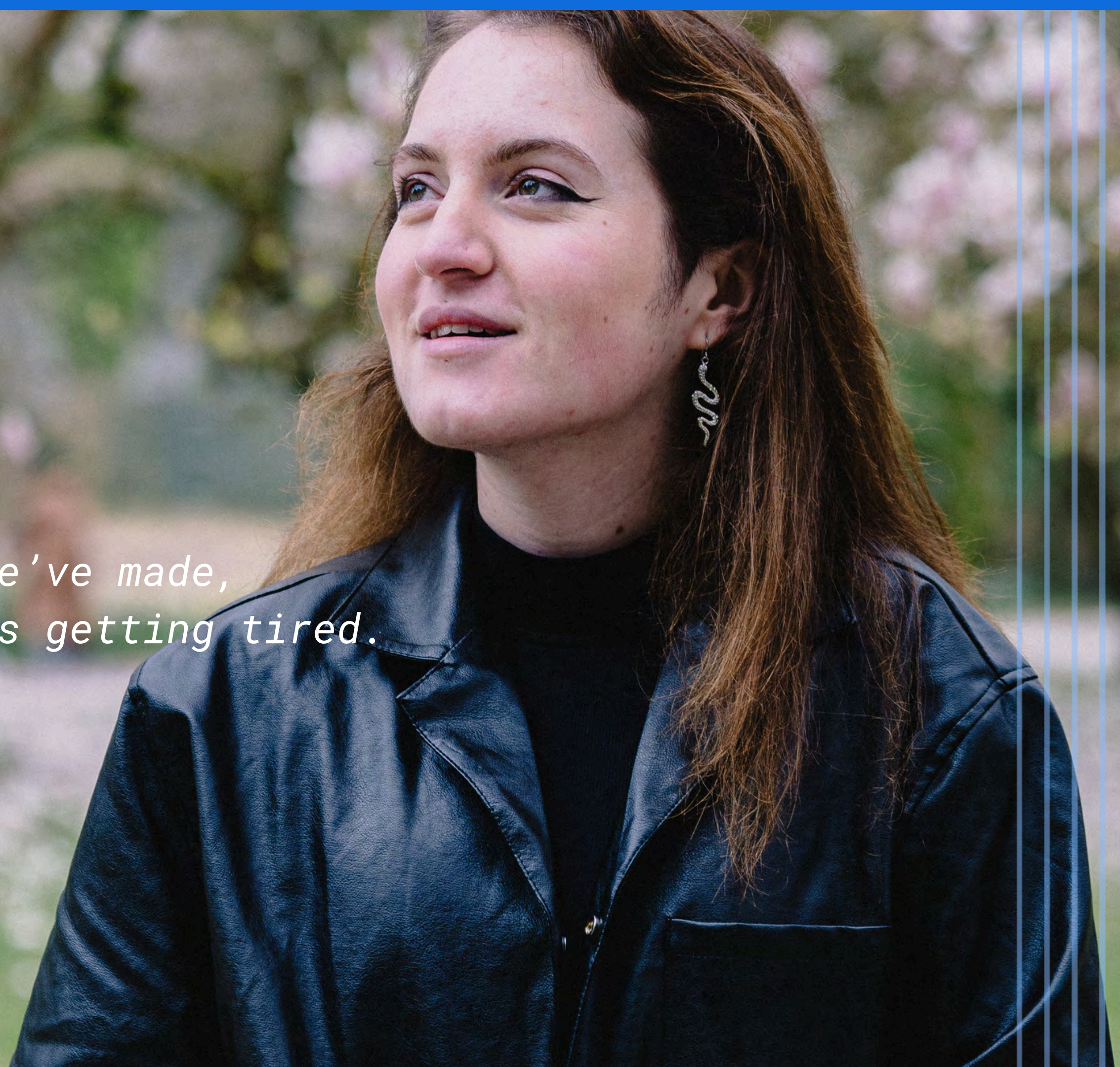
We also helped the Welsh Government organise Light Up the Future, an anniversary event using Japanese Futures Design methods to explore the past and imagine a future.

Over 130 people attended, and their "letters from the future" are now part of the People's Archive at the National Library of Wales.





*Muddy waves,
Consume the homes we've made,
Because the Earth is getting tired.*



Climate and Nature

The climate and nature emergency is the defining challenge of our generation, impacting everyone, from flood-hit communities to our public services managing the costs of extreme weather.

Without urgent, joined-up efforts to decarbonise, restore nature and manage climate risk, we face irreversible damage to the systems that sustain life.

That's why I have made it my [mission](#) to help public bodies meet their net zero and nature positive goals by 2030.

The Welsh Government aspiration for the public sector to be net zero by 2030, has been a catalyst for action and is leading to a greater focus on decarbonisation in decision-making.

However, action is not consistent across all service areas and there is not always a good understanding of the inter-dependencies between issues.

Many organisations are concerned about their ability to meet emission targets and significant additional resources need to be allocated.



WHAT WE DID IN 2024-25

- Listened to climate and nature leads across more than **30 public bodies** and worked with experts to shape recommendations in my Future Generations Report identifying where to push for faster action. We exposed challenges with net zero reporting and helped create safe spaces for public bodies to share barriers and collaborate on solutions.
- Partnered with Race to Zero Cymru and Bannau Brycheiniog National Park to host events that brought together public services, businesses and community leaders to tackle **area-wide emissions**. Established new relationships with Ystadau Cymru, the Welsh Local Government Association and the NHS Decarbonisation Strategy Team to mobilise action to reduce emissions, adapt to climate risks, and restore nature.
- Supported Welsh Government's **Climate Adaptation Strategy** and hosted three events during Wales Climate Week, including sessions on biophilic design and health-focused climate adaptation.
- Joined a [UK-wide climate change adaptation partnership](#) led by Kings College London and DEFRA. Our advice is helping to connect Welsh public bodies and Natural Resources Wales with national efforts and show how a future-focused law - like the WFG Act - can drive action.

- Responded to the **White Paper** on [environmental principles, governance and biodiversity targets](#), backing the case for strong legal protections and binding nature recovery targets — while stressing the need for a clear delivery plan and sustained investment.
- Advised on [Sustainable Investment Principles](#) and supported efforts to unlock **private finance** for nature recovery and net zero. We worked with Natural Resources Wales and the Ecosystems Knowledge Network on how investment frameworks can align with well-being.
- Contributed to **Welsh Government's Future Electricity Grid Advisory Group**, exploring how to build an energy system fit for future needs. We supported calls for undergrounding new infrastructure wherever possible.
- Called for reform of the **Welsh Government River Summits**, following feedback from stakeholders and commissioned research. We recommended a clearer purpose, stronger governance, and a broader focus on river health across Cymru.

- Worked alongside the **Interim Environmental Protection Assessor for Wales** to gather evidence on [the state of our waterways](#). Our events at the Royal Welsh Show and Grangetown Pavilion connected with landowners, inner city communities, river trusts and nutrient boards.
- Co-hosted a **seaweed summit** with The Earthshot Prize and WWF Cymru attended by HRH The Prince of Wales, spotlighting 'Project Madoc' — a study showing half of Wales' marine area is suitable for kelp farming, with potential to create nearly **1,000 jobs** and build a **£105 million industry**.

SOLIDARITY WITH THE WAMPÍS NATION

In September 2024, I welcomed leaders from the **Wampís Nation** of Northern Peru, who are calling on governments around the world to support their fight against deforestation.

Their territory — almost **1.4 million hectares** — is a biodiversity hotspot and absorbs as much carbon in two years as Peru's 10-year reduction target.

We will work with **Size of Wales**, who support the Wampís to monitor land use, challenge illegal activity and elevate their voices.



“ FEEDBACK HAS INCLUDED: ”

“It has been a pleasure working with the Future Gen Office, and your responsiveness to the feedback provided is greatly appreciated. Continued involvement in this space would add value and help facilitate progress and accountability”.

West Wales Rivers Nutrient Management Board

Thank you so much for attending the Project Zero Board yesterday... there were useful discussions and ideas shared ...I have had really positive feedback.”

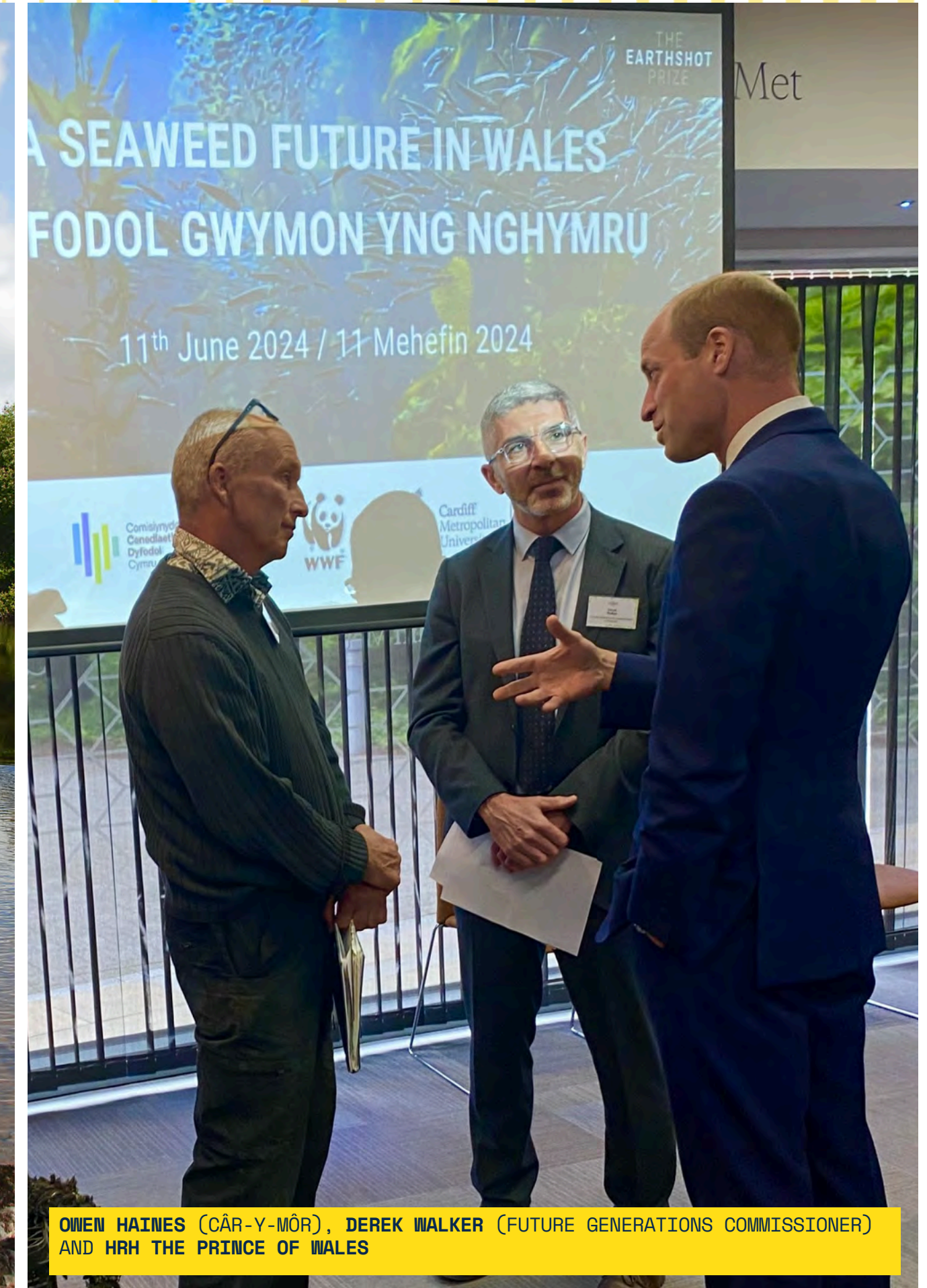
Vale of Glamorgan County Council

“I wanted to drop you a personal note as one of the stand-out contributors yesterday. Totally brilliant. Hopefully we can do more with FG office.”

National Infrastructure Commission for Wales

“Public bodies can multiply their impact by leading and supporting local climate action in communities, rather than just focusing on our own direct operations and procurement. By convening a network of public bodies exploring this approach, the Future Generations Commissioner has helped to embed the Well-being of Future Generations Act ways of working. The UN-backed Race to Zero initiative helps to connect us to international action - that is why we are proud to have joined.”

Bannau Brycheiniog National Park Authority



OWEN HAINES (CÂR-Y-MÔR), DEREK WALKER (FUTURE GENERATIONS COMMISSIONER) AND HRH THE PRINCE OF WALES

● DELIVERY OF OUR MISSIONS - CLIMATE AND NATURE

AS A RESULT:

- Welsh Government **rebooted its approach** to river pollution. The Water Summits now focus on all rivers and all pollution sources — as the people of Wales have demanded.
- Catchment-based approaches are gaining momentum, with Ministerial commitments made to link **flood risk, pollution and nature recovery** in a joined-up way, and to expand the regulatory powers of Natural Resources Wales through the Water (Special Measures) Act.
- Welsh Government have committed to develop a **nature finance framework** to maximise the impact of investment, and work with projects learning from the experience of organisations who have already secured investment.
- Welsh Government have also used the WFG Act to frame the development of a set of recommendations for the **future electricity grid** in Wales, ensuring that these are framed on a set of principles underpinned by social, environmental, economic and cultural well-being.

- There are new legal protections and binding nature recovery targets in **new environmental laws** and increased legal clarity preventing confusion between overlapping legislation.
- There is increased awareness of **community-owned and local energy** projects within Government and local authorities because of our events and workshops.

WHAT'S NEXT:

I will:

- Work with Welsh Government on the next iteration of the carbon budget plans for Wales and advocate for area-wide emissions reductions, better community involvement, clarity on scope 3 emissions reporting, and a doubling of ambition for community-owned and local energy targets.
- Provide practical support to public bodies on their climate and nature targets, focusing on the management of buildings and land estates, and helping public services boards to prioritise climate risk assessments.
- Continue my regular meetings with Natural Resources Wales Chief Executive and Chair to challenge and support decisions for climate and nature, and to amplify the findings of the State of Natural Resources Report in December 2025.
- Continue to advocate for a catchment-based approach to river health, green jobs in aquaculture and seaweed, and a deforestation-free public sector.

FIRST MINISTER **ELUNED MORGAN** MS AND **DEREK WALKER** (FUTURE GENERATIONS COMMISSIONER) AT **STAR OF THE SEA** COMMUNITY ENERGY PROJECT IN BORTH, CEREDIGION. WITH **HELEN NELSON** (FGC, DIRECTOR OF STRATEGIC PLANNING, CLIMATE AND NATURE), **BEN FERGUSON** (COMMUNITY ENERGY WALES), **KATE DOUBLEDAY** (BORTH FARMERS MARKET), **EMILY HINSHELWOOD** (AWEL AMAN TAWE), **IAN HOSKER** (STAR OF THE SEA), **RICK PARKER** (NATURAL RESOURCES WALES), **CLLR HUGH HUGHES** (CEREDIGION COUNTY COUNCIL), **DR JOSEPH AKPOROKAH** (MEDDYGFA BORTH SURGERY), **JACK LEWIS-ROBERTS** (NATURAL RESOURCES WALES) AND **ANDREA HUGHES** (DYFODOL BORTH FUTURES LTD).



- **TIK' TOK' (LIVING CANVAS FOR CLIMATE CHANGE)**
PASKALINE MAIYO, BODY ARTIST



Health and Well-being

My health and well-being mission is helping public bodies to work together on the root causes of ill health, address inequalities and keep people well through prevention.

Despite hard work and dedication across the sector, limited progress is being made towards a healthier Wales.

Preventable illness is rising. Inequalities persist. Many people still struggle to access the care they need, and the system is under growing pressure from increasing demand, an ageing population, workforce challenges and limited resources.

The health share of the Welsh budget continues to grow, leaving less for the services that prevent illness in the first place.

If we want a sustainable future, we must shift from a clinical model of health to a social model — and invest in prevention.



VELINDRE UNIVERSITY NHS TRUST'S ARTS IN HEALTH PROGRAMME - ANADLU SUPPORT GROUP MEETS MONTHLY AT ST FAGANS NATIONAL MUSEUM OF HISTORY IN CARDIFF, WHERE PATIENTS MEET IN NATURE AND ENGAGE IN CREATIVE ACTIVITIES.

TRANSFORMING CARE THROUGH CREATIVITY

● DELIVERY OF OUR MISSIONS - HEALTH AND WELL-BEING

My focus this year was on helping public bodies, Welsh Government and Public Services Boards to:

- **Look long term**, rather than responding only to immediate pressures.
- **Adopt prevention-based approaches** to improve quality of life.
- **Collaborate across sectors** to improve the social, cultural, economic and environmental drivers of health.

WHAT WE DID IN 2024-25

- **Advocated for prevention** at key events including the NHS Sustainability Conference, Bevan Commission, and NHS Wales conference.
- Convened public bodies to explore what a **health system focused on prevention** could look like — including an online session to promote our [Beyond the Present toolkit](#).
- Responded to Welsh Government's Mental Health Strategy and the Senedd inquiry on obesity — emphasising the urgency of long-term thinking.
- Worked with officials to make prevention a priority in guidance for **Integrated Medium-Term Plans (IMTPs)** — now in place across health boards.
- Called for **ring-fenced investment in prevention**, writing to both the Health and Finance Cabinet Secretaries. Our call was backed by the NHS Confederation and Health Foundation.
- Delivered **workshops** including for health, finance and planning leads and for wider public bodies on the role of prevention
- Convened officials to explore how health impact assessments can be better integrated into decision-making.
- Partnered with Public Health Wales and the Health Foundation on the [Shaping Places for Well-being programme](#), which helps public services boards apply systems thinking to reduce health inequalities.
- Advocated for [Wales to become a Marmot Nation](#), applying the Marmot principles to improve health equity across all policy areas.
- Analysed public bodies' well-being objectives — and found wide variation in how they prioritise health and prevention. Some take a holistic, social model approach. Others are narrow or miss opportunities for collaboration and long-term impact.

- We've embraced partnership and collaboration including:
 - Monthly meetings with the **Welsh NHS Confederation**.
 - Participation in the **Welsh Government's Building a Healthier Wales Task and Finish Group**.
 - Joint projects with Public Health Wales on well-being economy and futures.
 - Bringing stakeholders together to inform the Future Generations Report 2025.
 - Contributing to the **WHO High-Level Policy Dialogue** as co-leads on the well-being economy.
 - Being active members of the **European Sustainable Development Network**, sharing Welsh best practice across the EU.



● DELIVERY OF OUR MISSIONS - HEALTH AND WELL-BEING

AS A RESULT:

- Prevention and population health are now a core priority in the guidance for Integrated Medium-Term Plans — requiring every health board to show how they will invest in prevention.
- Our finance workshop in October 2024 led on prevention for the Directors of Finance across Wales, resulted in Hywel Dda University Health Board mapping spend against levels of prevention.
- Two Senedd committees adopted our recommendations: The **Finance Committee** (Recommendations 20 and 21) and the **Health and Social Care Committee** (Recommendations 2 and 3) called on Welsh Government to apply our prevention definition in its budget planning — and to work with our office directly.
- Prevention is now central to Welsh Government's **Mental Health Strategy**, appearing as the **first vision statement** — elevated from page 39 in the earlier draft.
- The social model of health is gaining ground amongst government and local health boards across Wales.
- Welsh Government has committed to becoming a [Marmot Nation](#), in recognition that health and health inequalities are mostly shaped by the social determinants of health.
- Co-production, digital inclusion and involvement are now more visible in planning.
- 100% of attendees at our Futures Toolkit webinar said they now have a better understanding of prevention and plan to act differently.



FEEDBACK HAS INCLUDED:

“The encouragement, challenge and support of the FG office has helped us identify opportunities to work collectively. Prevention and population health is now integral to integrated medium term plans and is the mechanism to drive sustainable service solutions across Wales over time.”

Healthcare Strategy and Planning Division, Welsh Government

The Future Gens Office insights and relationships with Public Services Boards were invaluable in shaping the Shaping Places programme.”

Public Health Wales

“The collaboration with the Commissioner’s team has helped deepen our leadership culture and inspired our health leaders to act with long-term clarity.”

Cardiff and Vale University Health Board

“Thank you so much for your contribution to the Social Model for Health and Well-being Summit. Your presence and contribution were invaluable, and we are looking forward to working with you on the Maturity Matrix and Progress Tracker”.

WHAT’S NEXT:

I will:

- Continue to champion the social model of health and support implementation.
- Work with public bodies to strengthen well-being objectives linked to health equity.
- Support Wales’ journey to becoming a Marmot Nation.
- Pilot prevention budgeting with Hywel Dda and other public bodies.
- Provide training for public services boards as they begin new assessments and plans.
- Support Welsh Government in aligning Integrated Medium-Term Planning guidance with the prevention shift.
- Raise awareness of future trends in health and care.
- Provide practical advice to reduce obesity and improve diets, through our food mission.



Culture and Welsh Language

I have made it my [mission](#) to reinforce the positive impact of cultural well-being.

Culture is the heartbeat of communities. It shapes our identity, connects us to one another and builds a sense of belonging.

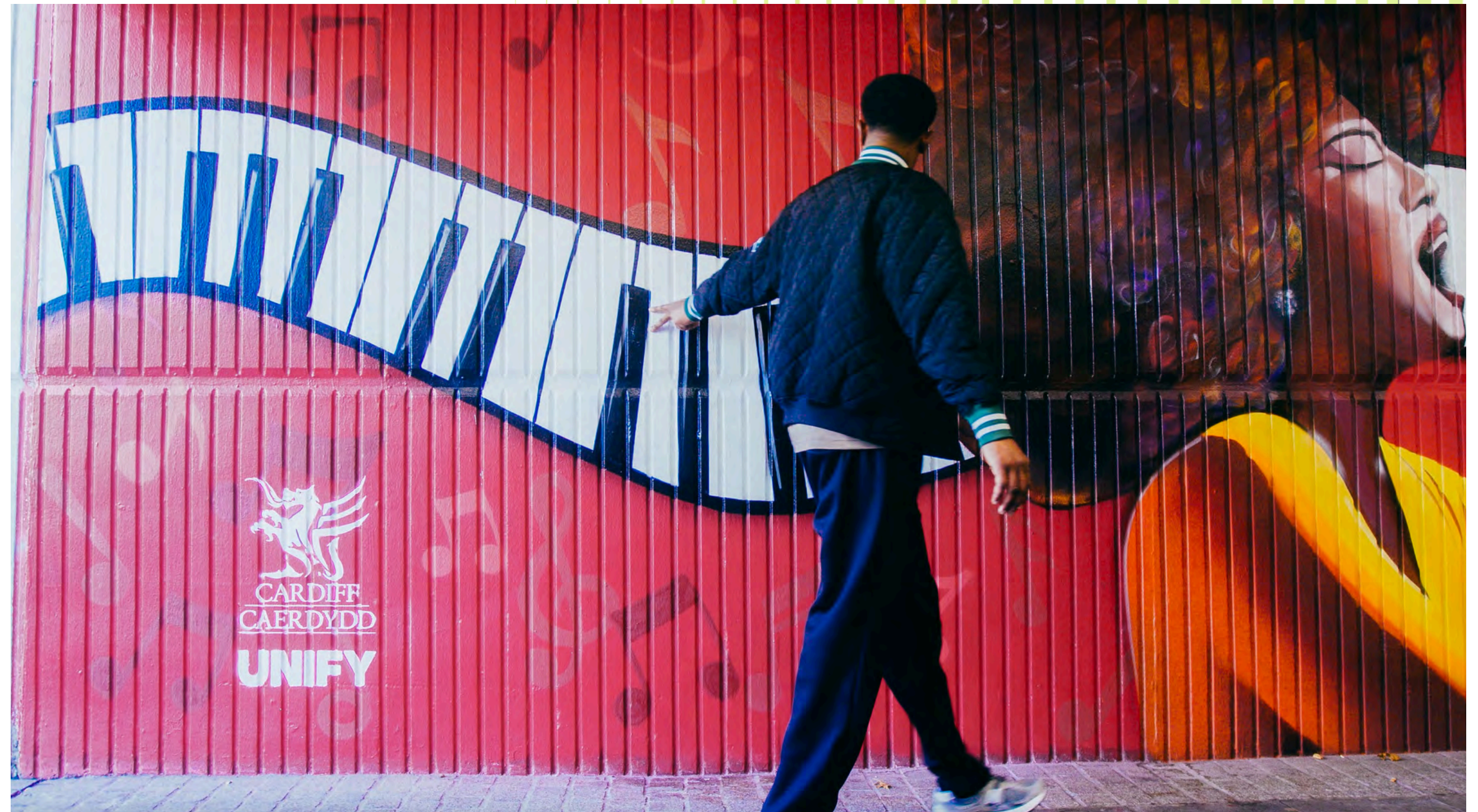
The Well-being of Future Generations Act gives cultural well-being equal weight alongside social, economic and environmental well-being — a world first.

But too often, culture and the Welsh language are sidelined. Our analysis shows these areas are underrepresented in public bodies' well-being objectives and steps.

Where they are included, the focus is often narrow or vague — even though the stakes are high.

Cuts, closures and climate impacts are threatening cultural infrastructure and heritage across Cymru.

We believe this can change — and must.



“There can be few countries so associated with culture as Wales, and yet we can see that the cultural offer in Wales is under threat from wider demands on public funding.

There is not sufficient statutory protection for culture, and therefore it becomes an easy target when difficult decisions need to be made about budgets.

With culture being recognised specifically as a sustainable development principle in Wales, we have the opportunity to go further and develop a culture act.

This would be complementary to the Well-being of Future Generations Act, and would enable us to articulate the access to, enjoyment of, and participation in culture that should belong to every citizen of Wales by right.”

Jane Richmond
CEO, Amgueddfa Cymru

WHAT WE DID IN 2024-25

- Advised Welsh Government on shaping its **National Priorities for Culture**, resulting in stronger links to the WFG Act and a clearer emphasis on creativity, intergenerational connection, and the role of culture in well-being.
- On St David’s Day, [called for a Culture Act](#) - to make cultural well-being a statutory responsibility across public services.
- **Highlighted the lack of cultural focus** in public services board (PSB) and public body well-being plans:
 - Only 10.5% of objectives relate to culture or language
 - Of these, most come from statutory cultural organisations
 - Among PSBs, just 8% of objectives reflect cultural well-being — with clear regional disparities
- **Convened two national culture and public sector events** to explore these gaps and shape new guidance in our Future Generations Report.
- Partnered with Cardiff Metropolitan University to publish [Climate Change and Cultural Risk](#), spotlighting how climate change threatens cultural sites, practices and assets. The findings helped shape Welsh Government’s revised culture priorities.

- **Co-developed freelancer guidance** with Arts Council Wales, trade unions and freelancers themselves — showing public bodies how to work better with creative workers. This builds on learning from COVID-19, when freelancers helped deliver urgent cultural and community projects.
- [Funded freelance artists](#) to contribute to and respond to the Future Generations Report — paying them for their time, insights and outputs.
- **Increased our engagements in the culture sector by 37%**, attending or speaking at 26 events.
- Facilitated a **cultural exchange to Bradford, UK City of Culture 2025**, with 20 public and cultural sector leaders from Wales. The visit focused on how to embed cultural well-being into public service delivery.

“ FEEDBACK HAS INCLUDED:

“Roedd yn ddiddorol gweld sut mae celf ac artistiaid wedi cael eu cynnwys o’r cychwyn cyntaf yn Bradford 2025, trwy gomisiynu a manau/arddangosfeydd dynodedig.”

“The visit reinforced the importance of cultural wellbeing and the potential for real-world impact when we stay true to our cultural values. It also reminded me that Wales, with its Well-being of Future Generations Act, is well positioned to lead meaningful change. Most of all, I left with a renewed belief in the power of shared learning, long-term collaboration, and the incredible people driving cultural transformation on both sides of the exchange.”

“The exchange visit was a fantastic opportunity to build relationships with colleagues from various sectors in Wales and to appreciate how important it is to embed across the whole authority.”

“The Commissioner’s team created space for genuine dialogue and collaboration. It changed how I thought about the connection between research, policy and cultural well-being.”

Dr Lana St Leger, Cardiff Metropolitan University

”

AS A RESULT:

- Public bodies have a better understanding of what cultural well-being means and how it connects to the Act.
- Freelancers and cultural practitioners have informed our work — and are now better supported to shape and deliver public services.
- The Welsh Government's revised National Culture Priorities, the Future Generations Report, and our Cultural Risk research all reflect a deeper, more urgent focus on cultural well-being and the Welsh language.
- The groundwork is now in place for co-created cultural action — and for public bodies to recognise creativity and culture as core to their purpose, not peripheral.

WHAT'S NEXT:

I will:

- Advocate for culture to be a driver of long-term change.
- Call for a Culture Bill to make cultural well-being a statutory requirement.
- Support a Community Right to Buy Act to protect cultural buildings and spaces.
- Press for a Cabinet Secretary for Culture, Arts and Sport.
- Encourage every public body to create a Welsh language workplace plan.
- Increase commitment to the Placemaking Wales Charter.
- Advocate for a volunteering strategy in every public body.
- Support public services boards and public bodies to embed cultural well-being in their well-being objectives.



CAERPHILLY'S ARTS DEVELOPMENT TEAM IS DELIVERING INNOVATIVE AND INTERGENERATIONAL ARTS INITIATIVES IN CARE HOMES AND SUPPORTING CREATIVE APPRENTICES TO RUN LOCAL SCHEMES.

BRINGING CAERPHILLY TOGETHER THROUGH THE ARTS

Well-being Economy

I have made it my [mission](#) to help transition Wales to an economy that puts people and the planet first.

The cost-of-living crisis is widening inequalities. Poverty is rising. And our economy is consuming natural resources faster than they can be replenished.

Growth alone isn't enough. We need to focus on what really matters: health, connection, security, dignity, nature.

That's why we're working to help public bodies and businesses understand, measure and build a well-being economy — one that delivers for current and future generations.

Our economy can — and must — work better for everyone. And building a well-being economy is the only way to make that happen.

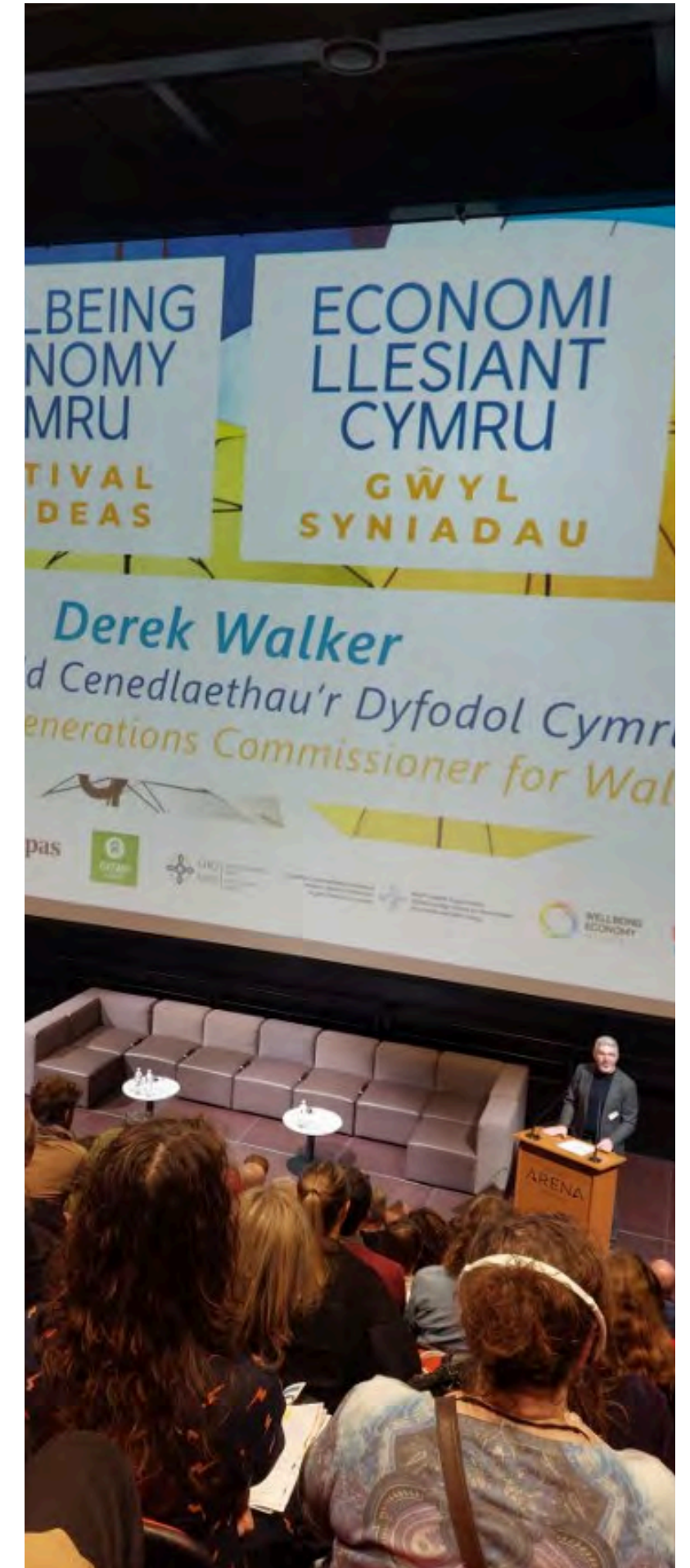


WHAT WE DID IN 2024-25

- **Advocated for a people-centred economy** — one that builds local wealth, empowers communities, and prepares for the future (AI, green skills, digital inclusion).
- Brought together more than 300 participants to the first-ever **Well-being Economy Cymru Conference**, an event co-created with Well-being Economy Cymru, 4theRegion, Cwmpas, Public Health Wales and Oxfam Cymru. We've committed to continuing this work as a national coalition.
- Launched **the first [business toolkit on the WFG Act](#)** at a joint event with Principality Building Society (100+ businesses attended). The toolkit supports businesses to align their strategy with the well-being goals.
- **Set out three defining challenges** that our economic strategies in Wales need to address to protect the interests of future generations and meet the challenges of the 21st century, which are:
 1. Ensuring everyone lives above the poverty line
 2. Making sure economic activities do not overshoot the planet's natural limits
 3. Retaining more wealth in our communities.

- **Reviewed national and regional economic strategies.** Our findings include:

- Current Welsh Government and Corporate Joint Committee (CJC) **economic strategies do not sufficiently align to the Act.** The nature crisis is missing from Welsh Government's economic mission. Fair work, foundational and circular economy approaches are gaining traction — but must be scaled.
- The Act's well-being indicators measure progress of the Real Living Wage. We found that **only 13 out of the 56 public bodies subject to the Act have achieved Real Living Wage accreditation** and that the number of people in receipt of a Real Living Wage in Wales is at its lowest for a decade. We are falling far behind Scotland's progress. Women and Black, Asian and minority Ethnic people still face pay gaps. Paying a Real Living Wage means we can lift employees out of in-work poverty.
- Wales is making progress on a circular economy, with **80 repair and reuse hubs established.** However, despite our world leading recycling rates, we are still using the Earth's resources at a faster rate than they can replenished.
- Progress is being made around a foundational economy with more public bodies **investing in Welsh supply chains** through their procurement strategies. NHS Wales Shared Services now spends 43% of its procurement within Wales.
- While there is progress overall on skills qualifications in Wales, working class young people in Wales are the least likely in the UK to be in employment or training. The Welsh Government's focus on green jobs must go hand in hand with equality of access to the skills needed for these jobs.
- The social enterprise sector in Wales is growing but from a small base and **more can be done to involve social enterprise in public sector supply chains.** These enterprises ensure wealth is retained in our communities and they are more likely than other businesses to pay the Real Living Wage. Transport for Wales is leading the way through hiring Elite to manufacture its uniforms. Elite is a social enterprise supporting disabled people into the workforce.
- To achieve Wales' well-being goals, **we need the private sector to act and invest in the WFG Act.** Some large companies in Wales such as the Principality Building Society and Bluestone are aligning their sustainability and well-being strategies to the WFG Act. Development Bank of Wales has included the WFG Act in their investment criteria. Welsh Government and public bodies should go further in requiring more actions from businesses that are in receipt of their support. For example, Real Living Wage accreditation should be required from all businesses accessing public sector contracts or business support.



AS A RESULT:

- Local authorities, City/Growth Deals and Corporate Joint Committees are now framing their economic plans around the idea of a well-being economy. For example, we're supporting North Wales CJC on developing well-being objectives and advising the Vale of Glamorgan Public Services Board on developing well-being economy policies.
- Pembrokeshire Coast National Park has committed to Living Wage accreditation.
- Our advice helped shape the next phase of Welsh Government's Foundational Economy strategy, which will now include impact measures linked to the WFG Act.
- Businesses are responding. Business Wales' Accelerated Growth Programme will pilot our business toolkit with SMEs in 2025–26, with the potential to scale to over 100 businesses.

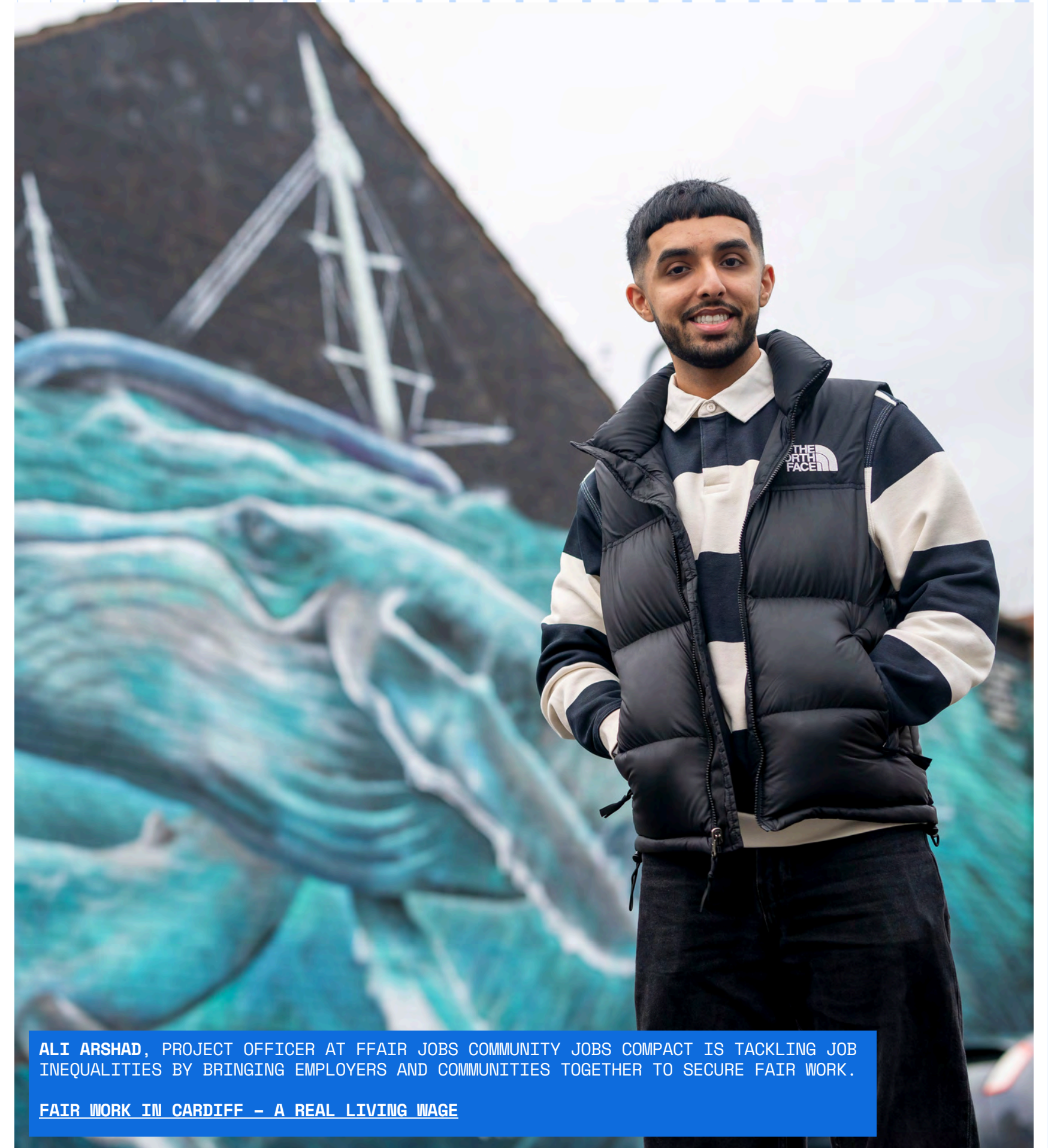
"Our work with Finland, Scotland and Iceland on well-being economy approaches has been informed by connections built through your office."

Public Health Wales

WHAT'S NEXT:

I will:

- Promote Real Living Wage accreditation across the public sector.
- Create case studies, step-by-step guides, and support public services boards to adopt campaign approaches — learning from Cardiff Council's success.
- Support Corporate Joint Committees to align their economic plans with the WFG Act.
- Provide tailored advice for each region and advocate for stronger integration of fair work, circular economy and foundational economy principles.
- Join Welsh Government's Regional Investment Steering Group to influence new structural funding arrangements so they align to the WFG Act.



ALI ARSHAD, PROJECT OFFICER AT FFAIR JOBS COMMUNITY JOBS COMPACT IS TACKLING JOB INEQUALITIES BY BRINGING EMPLOYERS AND COMMUNITIES TOGETHER TO SECURE FAIR WORK.

FAIR WORK IN CARDIFF – A REAL LIVING WAGE

A Focus on Food

Without fair access to healthy, local and sustainable food, we can't achieve Wales' well-being goals.

Right now, our food system is failing people and the planet. Wales is still heavily reliant on imports.

One in four households' experience food insecurity.

One in three children start school overweight.

And many communities lack access to affordable, nutritious food grown closer to home.

The rollout of free primary school meals is a step in the right direction — but it's only one part of the puzzle.

We need a whole-system approach, where food is treated as essential infrastructure for well-being.

Food is about more than what's on the plate. It's about fairness, health, local jobs, climate, nature, dignity and joy.

The future of food in Wales can be different — and better.



WHAT WE DID IN 2024-25

- **Shaped Welsh Government's new [Community Food Strategy](#)**, ensuring it aligns with the WFG Act and includes long-term priorities like local food partnerships and horticulture.
- Worked with **Food Sense Wales** to bring together over 30 public bodies and every Local Food Partnership for **two national workshops**. Together, we developed practical ideas for how public bodies can strengthen local food systems.
- **Secured additional Welsh Government funding** to deepen our analysis — researching effective local food policies from across Wales, the UK and globally.
- **Partnered with the Food, Farming & Countryside Commission** to support the UK's largest public food conversation — involving Welsh citizens and [amplifying](#) their demand for stronger food policies and governance.
- Developed **three case studies** showing how public bodies are taking action - Monmouthshire Council, Betsi Cadwaladr UHB and Bannau Brycheiniog National Park. These examples show how food can be embedded in planning, procurement and land use decisions.
- **Undertook research** to uncover over 80 local policy actions — from vending machine standards in leisure centres to planning support for horticulture. This will inform the policy advice we publish later in 2025.

AS A RESULT:

Our recommendations directly shaped the Welsh Government's Community Food Strategy - including:

- **Longer-term support for Local Food Partnerships.** These partnerships are key to creating local food strategies and networks of growers and community groups. Welsh Government has now committed to funding them through to 2028.
- A commitment to **grow the horticulture sector** year-on-year. We've long called for increased food self-sufficiency and diversification. This commitment marks important progress.
- A clearer expectation on public bodies to **integrate food into well-being objectives and steps**. Our analysis showed fewer than half of local authorities and health boards currently do this - meaning food is missing from many key plans.

WHAT'S NEXT:

I will:

- Advocate for a national food resilience plan for Wales
 - Scotland has a Good Food Nation Act. England has a National Food Strategy. Wales risks falling behind.
 - A long-term plan is vital for food security, climate action and a sustainable land and marine use framework.
- Publish new advice for public bodies on how public bodies can integrate food into their duties under the WFG Act. This will include a shortlist of priority local policy interventions, shaped with input from our partners.
- Make the case for all public bodies to reduce or eliminate the provision of food groups which can be categorised as both 1) Ultra-Processed Foods (UPF) and also 2) high in fat, salt and sugar (HFSS) from their premises, such as schools, hospitals, leisure centres and care homes; and call for public bodies to ban the advertising and promotion of these food groups from all publicly owned advertising and marketing spaces.



WELSH VEG IN SCHOOLS



Rare economy
Care economy
Economi lles er ein lles ni



International

Wales' leadership in sustainable development is significant on the international stage.

Wales is leading the way on sustainable development — and the world is watching.

Our Well-being of Future Generations Act is the first of its kind globally.

It's a central pillar of Welsh Government's international strategy and a model that's inspiring action across continents.

International engagement isn't just about raising Wales' profile. It's about shared learning, solidarity and finding collective solutions to global challenges.

WHAT WE DID IN 2024-25

Influencing the UN and OECD

Ten years after the UN declared, "*What Wales is doing today, the world will do tomorrow*", I'm seeing those words take root.

- We worked closely with the **United Nations** to influence a global approach to future generations.
- At the **UN Summit of the Future in September 2024**, I met with the UN Under-Secretary General for Policy, hosted a side event with UNESCO-BRIDGES, delivered a keynote alongside the Prime Minister of Jamaica, and chaired a panel with the UN Futures Lab and OECD.
- Our team contributed to **OECD workshops** on well-being economies and intergenerational justice, laying the groundwork for further collaboration in 2025.



Good Practice Exchanges

Wales has much to share — and much to learn.

That's why I've built my international programme around facilitating good practice exchanges between Wales and global stakeholders - enabling knowledge-sharing and collaboration on sustainable development, climate action and well-being policies.

By engaging Welsh public bodies with international counterparts, we strengthen relationships with governments, institutions and organisations, ensuring Wales is recognised as a leader in long-term governance.

This work included:

- Advising the **Irish Government** on Wales's well-being framework — enabling direct links between the Department of the Taoiseach and Welsh Government.
- Connecting **The Mayor of Dublin's** office with Cardiff Council on sustainable tourism and culture-led development.
- Bringing together **Public Health Wales and Finland's Institute for Health and Welfare**, supporting cross-government links between Wales and Finland.
- Advising Welsh Government international offices in **Ireland, Japan, France, Germany, Canada and India** — providing briefings on the Act and connecting teams with key partners.

- Facilitating an exchange with global speakers during **Wales Climate Week** on just transitions, social justice and climate action.
- Joining Amgueddfa Cymru in a cultural rights delegation to **UNESCO**.

YOUNG PEOPLE AND GLOBAL LEARNING

I am committed to ensuring that young people benefit from my global engagement.

Our **Future Generations Leadership Academy** now includes an international dimension into its curriculum providing participants with exposure to global perspectives on sustainable development.

This year:

- Eight alumni joined a Welsh Government-led exchange to India, meeting with legislators and sharing knowledge
- Alumni presented at the Welsh Government Autumn Reception in Brussels, showcasing how they've embedded the Act in their work
- Three young people took part in the EU Together Stronger programme in London.

AS A RESULT:

- The **UN's Declaration on Future Generations** — signed at the 2024 Summit — was directly shaped by our work in Wales.
- We've seen **growing global interest** in the WFG Act — from lawmakers, academics and policy teams across multiple continents.
- **Finland's Committee for the Future** requested written input from Wales on how long-term well-being is built into national budgets.
- The **Maharashtra Legislative Assembly in India** used our advice to help draft and table their own Future Generations Bill in June 2024. It now looks likely there will be a senior post with responsibility for future generations appointed within the Maharashtra Institution for Transformation.



“ FEEDBACK HAS INCLUDED:

“Your work heavily influenced our proposal for Finland’s well-being economy model.”

Finnish Institute for Health and Welfare

“I would be so grateful if you could pass my thanks to the Commissioner for his input at our conference yesterday. He really gave both hope and practical advice to the crowd and was inundated with requests for more information!!”

The Wheel Summit, Dublin

“On behalf of my team, I wanted to thank you for speaking at the Next Gen Conference 2024. Your insights helped make the event a huge success, leaving attendees informed, motivated, and ready to take action. Keeping young voices at the heart of these conversations is crucial, so opening Next Gen 24 with the Voices of Tomorrow panel felt really special”.



WORLD FUTURE POLICY AWARD FOR PEACE AND FUTURE GENERATIONS

In November, the Well-being of Future Generations Act was awarded the [World Future Policy Award for Peace and Future Generations](#) — a global recognition of Wales’ commitment to intergenerational justice.

WHAT’S NEXT:

I will:

- Expand our international reach, supporting public bodies in Wales to engage with global good practices and ensuring that Wales remains at the forefront of sustainable development and future generations governance.
- Place greater emphasis on knowledge exchanges between Welsh public bodies and their international counterparts. The exchanges will explore the themes of health and well-being, nature and green infrastructure, and culture. The programme will support Welsh Government’s Wales and Japan year and will include the opportunity to showcase the Well-being of Future Generations Act at EXPO 2025.
- Promote Wales as a globally responsible nation through upcoming key international events such as COP30 and the British Irish Council Summit.

GLOBAL SOLIDARITY – GAZA AND PEACEBUILDING

I called on the First Minister to uphold Wales’ commitment to being a globally responsible nation by advocating for a ceasefire in Gaza, ending arms sales, and ensuring humanitarian aid reaches those in need.

I also raised the need to address the rise in hate crime within Wales, reinforcing our values of inclusion and peace.



Future Generations Leadership Academy

The [Future Generations Leadership Academy](#) is developing the next generation of leaders — young people who are already shaping a better future for Cymru.

The Academy brings together 18–30-year-olds from across Wales and across sectors, supporting them to develop leadership skills through the lens of the Well-being of Future Generations Act.

Since launching four years ago, nearly 120 young leaders have completed the programme.



● FUTURE GENERATIONS LEADERSHIP ACADEMY

WHAT WE DID IN 2024-25

- Delivered the fourth cohort of the Academy. Recruitment took place in June 2024 and 35 participants completed the programme and graduated in March 2025.
- Delivered a refreshed curriculum, aligned with our *Cymru Can* strategy, featuring:
 - Residential and online learning
 - Sessions led by over 40 expert speakers
 - Opportunities for participants to influence, challenge and learn from each other
- Worked with participants' employers to support internal change, helping graduates share their learning and embed the Act in their organisations.
- Supported an active alumni network of 120+ graduates. Alumni contributed to major events including:
 - The Welsh Government Future Generations Reception in Brussels
 - National conferences such as Anthropy at the Eden Project
 - The My Life, My Say 16+ Ambassadors group
 - Our Action Summit in April 2025

- Created opportunities for graduates to lead and shape our work.
 - Three alumni have been appointed as trainees on my Audit Risk and Assurance Committee (ARAC) and Statutory Advisory Panel.

AS A RESULT:

The Academy is delivering measurable change:

- Participants reported an average **44% increase** in confidence and ability to apply the WFG Act
- Understanding of the **seven well-being goals** rose from **2.34 to 4.53 out of 5**
- Confidence in using the **five ways of working** rose from **2.38 to 4.58**
- Graduates are now stepping into influential roles, including:
 - **Saffron Rennison** – Public Affairs Executive, Football Association of Wales
 - **Ameerah Mai** – Future Generations Development Lead, Transport for Wales
 - **Lloyd Harris** – Head of Sustainable Development, Welsh Government

The **external evaluation of the programme** can be found on [our website](#).

“ FEEDBACK HAS INCLUDED:

“You have done a fantastic job organising this programme and bringing together such an amazing cohort of people. I wanted to express my gratitude for your warm and welcoming natures, which made it easy for me to fully engage. I hope to take the lessons learned from the programme and muster the courage to do amazing things in the future for Wales. I am sorry to see it end, but I am excited for the new opportunities that lie ahead”.

“This has been an invaluable experience, the network has been the most important part”

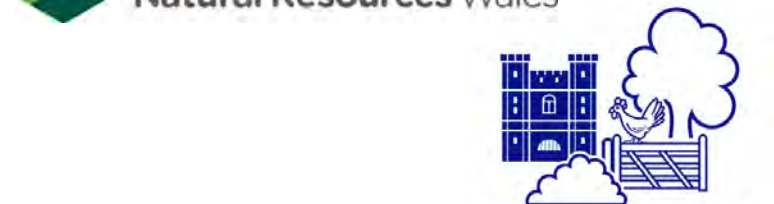
“Do it 100%! Be open, be willing to learn, and take what you can from it.”

“I LOVED my experience in the FGLA. I feel like a new person. I feel much more motivated and empowered to make an impact.”

“Great mix of speakers and topics – always thought provoking and kept me on my toes!”

“The increased relationship between the Future Generations Leadership Academy and the Climb Leadership Programme has provided an opportunity to share best practice to create sustainable positive change across Wales and for the people of Wales. This alliance has created a foundation for collaborative working for the future.”

Cardiff and Vale University Health Board



Inclusion in Action

We're proud that the Academy reflects the diversity of Wales.

This year's participants included:

- **33%** from Black, Asian or ethnic minority backgrounds
- **33%** with Welsh as a first language
- **25%** identifying as LGBTQ+, including **6%** as transgender
- **8%** identifying as disabled
- **11%** with caring responsibilities
- **64%** from non-university family backgrounds

Participants came from the public (47%), voluntary (33%), and private (11%) sectors, as well as other areas (8%).

WHAT'S NEXT:

I will:

- Launch Academy 5.0 — with recruitment in May and the programme starting in September 2025.
- Expand alumni development opportunities, including more leadership roles in our work.
- Strengthen partnerships to increase reach and diversity.
- Continue to deliver a curriculum that equips young people to lead for the long term.

The Academy is more than a training programme...

It's a growing movement — rooted in the WFG Act, driven by purpose, and changing the future from the inside out.



Walking the Talk -

Being the change we want to see in others

At the Office of the Future Generations Commissioner, we know that creating a better future starts from within.

We're committed to building a workplace culture that supports well-being, inclusion, learning and innovation. The way we treat our team — and how we work — reflects the values we ask others to live by.

This year, we've made strong progress across leadership, learning, equity, and environmental sustainability.

WHAT WE DID IN 2024-25

On Learning and Leadership

- Launched our **'Love Learning'** strategy, embedding learning into the work day.
- Combined micro-learning with structured development to suit different needs.
- Introduced **cyber security training** with live scenario exercises.
- Procured a new **Welsh-language enabled e-learning platform**, offering governance, management and compliance training.
- Partnered with **Leaderful Action** to put together a mini leadership programme, focussing upon self-awareness, resilience and creating a culture of feedback, aligning part of this programme to the **United Nation's Inner Development Goals**.



● WALKING THE TALK

- **Honed our speeches and briefings techniques**, working with an expert partner, Hannah Fitt, to practice public speaking in natural and unpredictable environments, utilising storytelling styles to inspire action and reflect our key values. The team said that this training was one of the most impactful interventions they have experienced, and that they were able to implement new skills straight away. Additionally, as part of our leadership learning, the team were welcoming of techniques such as the BIFF model (Behaviour, Impact, Feelings and Future) and are looking forward to putting this into practice.

On Performance and Flexibility

- Strengthened our **performance approach**, using the ‘tight-loose-tight’ model:
 - Clear purpose and expectations
 - Freedom to act
 - Regular check-ins for feedback and progress
- Continued our **voluntary 33-hour working week**, with ‘power-down Friday afternoons’ becoming standard. This has contributed to a sustained reduction in sickness absence.
- Improved our **Time Off policy**, introducing one week of **paid carer’s leave** and up to **two weeks’ bereavement leave**, shaped by lived experience.

- Welcomed team members back from parental leave using our **return-to-work policy**. For their first month, they work part-time but are paid full-time — easing the transition. Our **maternity leave retention rate remains 100%**.

On Equity and Inclusion

- Deepened our work on **anti-racism**, including participation in the **10,000 Black Interns** programme. We hosted our second intern and plan to continue to do so annually.
- Hosted two **Equalities Stakeholder Roundtables**, bringing together lived experience from across Wales to shape our strategic direction.
- Took part in the **Welsh Government Job Shadowing Scheme** and supported four trainees from under-represented backgrounds in our governance structures.
- Began **ethnicity pay gap reporting**, recognising that transparency is the first step toward action.

Becoming Net Zero

We’re committed to being a zero-carbon organisation — and we’re taking action to get there.

We’ve now tracked our Scope 3 carbon emissions for two full years:

Emission Source	2022–23	2023–24
Business Travel	21.5 t	5.8 t
Working from Home	0.19 t	0.19 t
Commuting	0.02 t	0.02 t
Other spend (procurement)	109.3 t	64.7 t
Total	131.2 t	70.7 t

- Our reductions are due to low travel working culture and improved procurement practices.
- We introduced a new Air Travel Policy based on a clear principle: We do not fly unless it is essential to deliver *Cymru Can* and no alternative is viable.



● WALKING THE TALK

Offsetting Emissions Responsibly

We've supported the **Ripple Africa cookstove programme**, which supports communities in Malawi to reduce household emissions and burn injuries.

- Stoves are built by women, supporting skills and self-sufficiency
- The project is UNFCCC-accredited
- To date, we've invested:
 - £1,584 to offset 132 tCO₂e (2022–23)
 - £852 to offset 71 tCO₂e (2023–24)

WELSH LANGUAGE STANDARDS

My office was recently named as one of six new organisations to be brought under the Welsh Language Standards Regulations.

I welcome this development as a natural extension of our commitment to supporting and promoting the Welsh language—both within our workplace and in our engagement with the people of Wales.

I look forward to working with the Welsh Language Commissioner and partners to lead by example in meeting, and where possible exceeding, the expectations of the Standards.

WHAT'S NEXT:

I will:

- Ensure a focus on women's health in the workplace, including menopause, fertility and gynaecological health .
- Prioritise work to become a deforestation-free organisation, tackling our overseas land footprint.
- Strengthen our anti-racism work, with a focus on Islamophobia and antisemitism.
- Partner closely with Disability Wales and the Equality and Human Rights Commission.
- Begin developing our own internal principles for the ethical use of AI.
- Implement Welsh Language standards.

With a multi-generational team, we're always learning how to make our workplace more inclusive, creative and sustainable.

If we're asking others to act for future generations — we must keep doing so ourselves.



Future Generations Report 2025

The [Future Generations Report 2025](#) marks ten years since the Well-being of Future Generations Act became law.

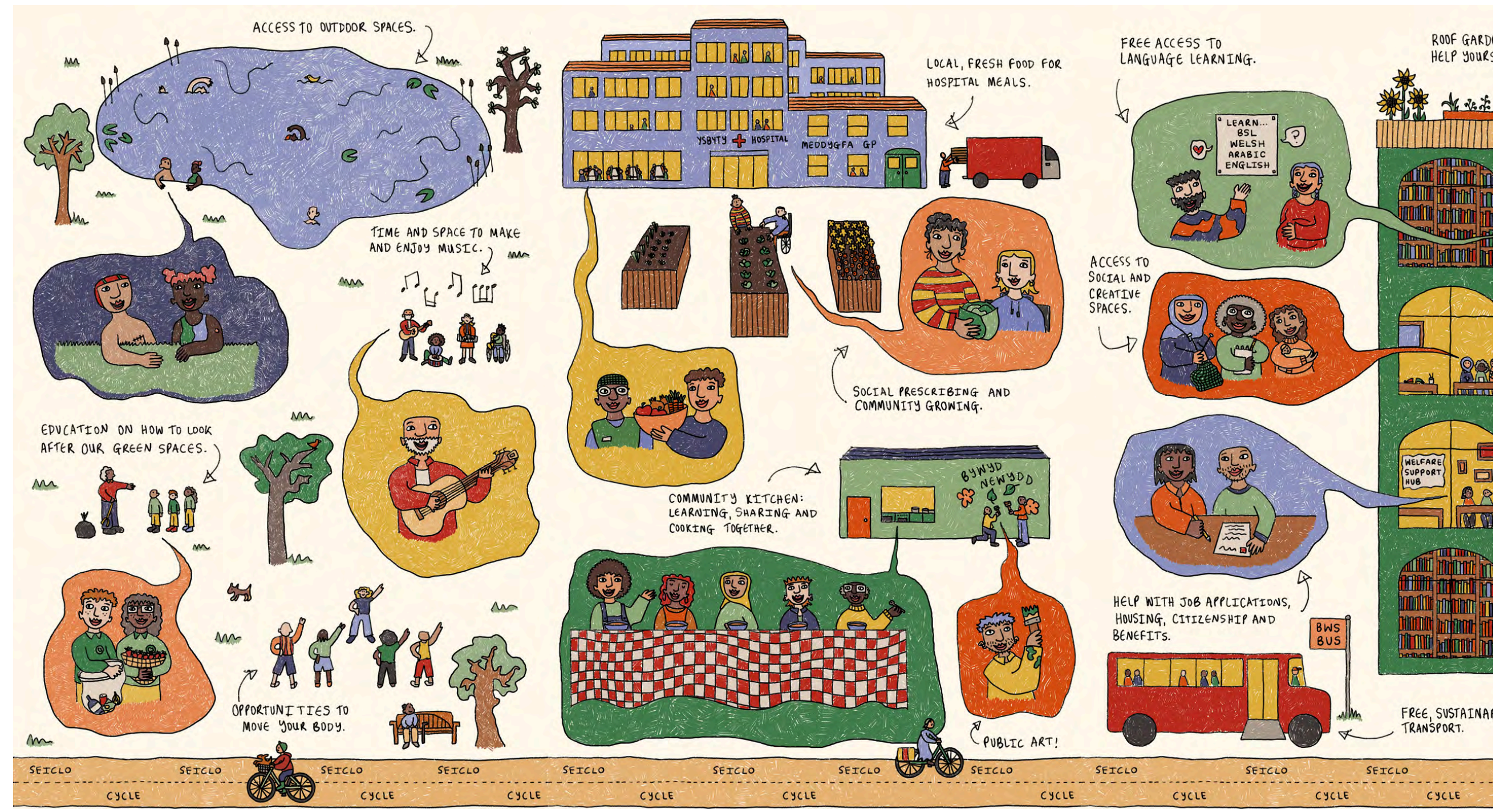
Producing the Future Generations Report is a statutory requirement of the Commissioner and must be published one year before the Senedd elections.

This report sets out our assessment of progress, evidence-based recommendations, and examples of positive change.

It's designed to support politicians and public body leaders in making decisions that protect and improve the lives of people now — and those yet to be born.

The report contains:

- An assessment of progress so far
- Targeted advice
- Examples of positive change



This report is based on extensive evidence including:

- Engagement with hundreds of people — from public bodies, community groups and businesses to young people and experts.
- Analysis of Well-being of Wales reports and national indicators.
- Findings from two in-depth Section 20 reviews (investigations).
- Collaboration with Audit Wales.
- Evidence from over 750 pieces of public correspondence.

Through [Cymru Can](#), we've shaped this Report not just as a reflection, but as a routemap to 2030 — supporting better implementation of Wales' long-term vision.

OVERALL CONCLUSIONS

- People in Cymru are **rightly proud** that we have a shared vision for the Wales we want for future generations. The Well-being of Future Generations Act provides a framework for this vision.
- The **challenges we face are significant, but they are not insurmountable**. Since committing to this journey 10 years ago, Cymru has made progress—from free school meals for primary pupils to being the second-best country in the world for recycling. But much more needs to be done. We are in a climate and nature emergency. Poverty levels remain unacceptably high. The solutions exist; we need to implement them.
- **Delaying action makes change more expensive and difficult**. Future generations will live with the consequences of our decisions. Change will happen, by crisis or by choice. We must act now.
- A UK Government economic strategy focused solely on growth puts well-being at risk. Cymru has chosen a different path, which prioritises **economic growth for a purpose, which is the well-being of people and planet**. We must stay the course and ensure national and regional economic plans aim to achieve Wales' well-being goals.
- The Welsh public sector's **net zero target for 2030 is an important driver for change**, but many public bodies will not meet it without additional resources.
- **Prevention budgets are being cut and essential activities deprioritised**. As a result, the NHS is increasingly overwhelmed with preventable diseases and accidents. This is an act of collective self-sabotage. We continue to treat the symptoms rather than addressing root causes.
- Our **food system is unsustainable**. Cymru cannot achieve its seven well-being goals, net zero targets or improved public health without ensuring equal access to local, affordable, healthy and sustainable diets.
- **Culture is in crisis**. It is often among the first areas to face cuts, yet culture is not a 'nice to have,' it is vital to our well-being.
- **Trust in our public institutions is declining**. Discontent is growing, inequality is increasing, and voter turnout is low. If people's voices are not being heard, trust will continue to erode.
- The **capacity of the Welsh public sector is at breaking point** due to rising demand and years of austerity. Without investment, our public services will not be there when we or our children need them.
- **Partnership and funding structures are too complicated**. Public bodies repeatedly highlight that funding arrangements are short-term, inconsistent and unclear, adding pressure when capacity is already so stretched. Partnerships established by Welsh Government often lack long-term planning and coherence.



WHAT I AM ASKING POLITICIANS AND PUBLIC BODIES IN WALES TO DO:

Here are a selection of the recommendations I make in the Future Generations Report 2025:

- **No more short-term fixes.** Politicians and public bodies must commit to the long-term future of Wales, setting out plans not just for the next five years, but the next 50.
- **Supercharge actions with multiple benefits.** Decarbonisation can cut costs, nature restoration improves public health, and buying local creates jobs. In tough financial times, we must focus on win-wins.
- **Unlock private sector finance.** Welsh Government should establish an expert team to help public bodies prepare investment ready proposals that can attract private finance for nature recovery and net zero projects.
- **A Real Living Wage commitment.** Every public body must commit to a plan, within two years, outlining a timeline to achieve Real Living Wage accreditation. So far, only 13 of 56 public bodies have done so. This is a critical step in tackling poverty.
- **Ringfence prevention funding.** Welsh Government and public bodies must protect and increase prevention budgets each year and move towards long-term funding arrangements.
- **A national food resilience plan.** Welsh Government must develop a long-term plan to improve Wales' food security and ensure equal access to local, affordable, healthy and sustainable diets.



ACTION SUMMIT – 29 APRIL 2025

I launched the report at my Action Summit, attended by more than 300 people from public bodies, communities and businesses.

Nine public bodies publicly committed to taking action.

Attendees explored practical solutions in sessions on:

- Local and community energy
- Food resilience
- Workforce planning
- Future skills

Sir Michael Marmot spoke at the event and discussed how the Welsh Government has committed to Wales becoming a Marmot nation and tackling inequity through action on the social determinants of health.

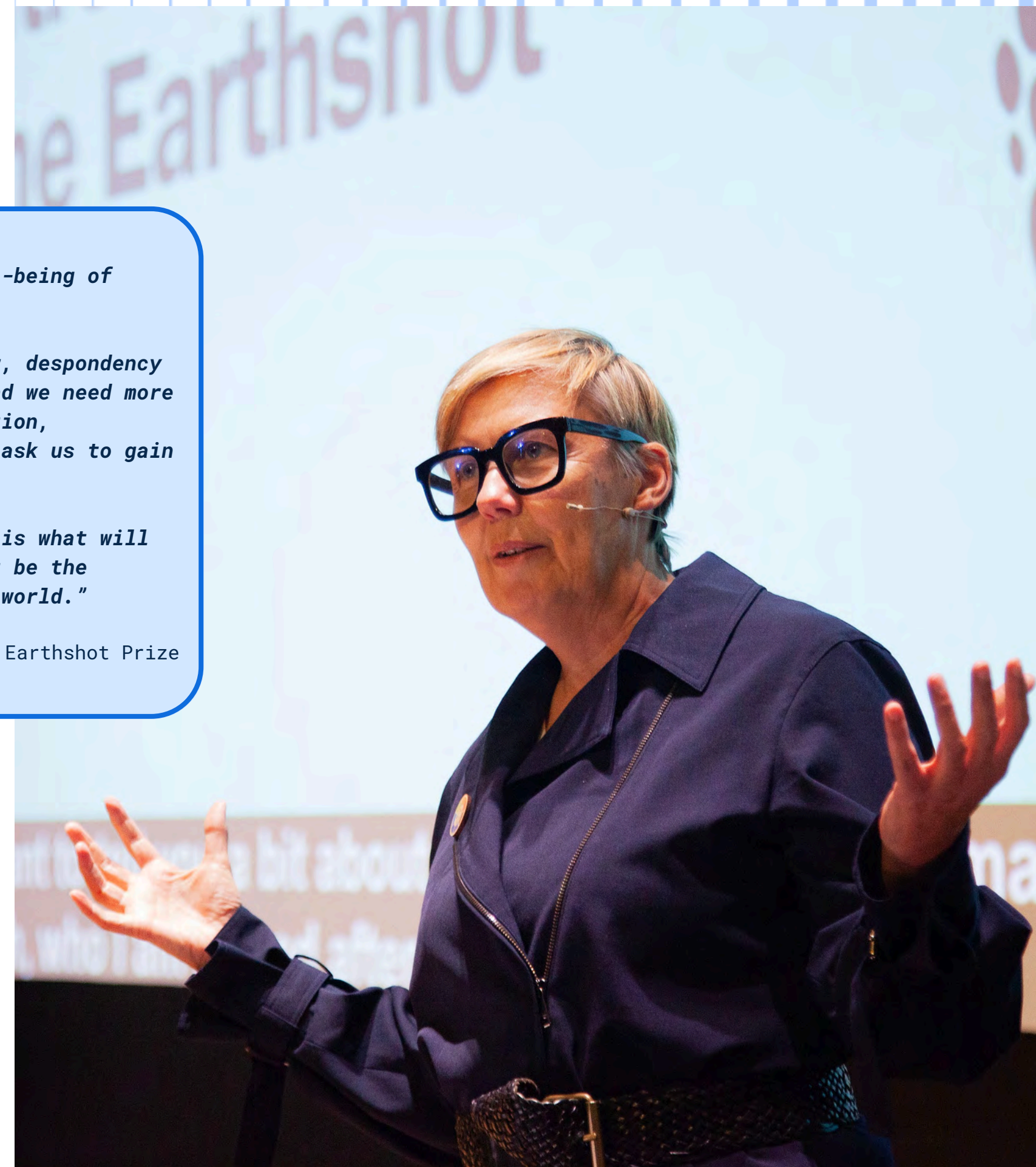
Hannah Jones, the outgoing CEO of The Earthshot Prize, was the keynote address and introduced Notpla, 2022 Earthshot Prize winner, who talked about the roll-out of their seaweed packaging across Welsh sports stadiums.

“The Earthshot Prize talks about the Well-being of Future Generations Act wherever it goes.

We urgently need to fight climate despair, despondency and denial – nature holds the answers, and we need more climate creativity, leaderless collaboration, unstoppable community and solutions that ask us to gain and win, not lose.

The Well-being of Future Generations Act is what will enable all of that to thrive, and it must be the blueprint for other countries across the world.”

Hannah Jones, The Earthshot Prize



RESPONSE AND REACH

I've already received commitments from public bodies to act on the recommendations — and I've asked for formal delivery plans by **31 October 2025**.

“

“Congratulations to you and the team on what is a really impressive piece of work.”

“Well done to all the team for yesterday’s session which I found really insightful and inspiring.”

“Your report has made me feel heard and less alone in the world.”

“The work of the Future Generations Commissioner provides Wales with a pathway to making that happen. We welcome the report’s timely calls to strengthen national health and advance the transition to net zero.”

Nesta

”



My plans for 2025-2026

As we move forward with the Cymru Can strategy and build on the Future Generations Report 2025, my focus is on turning recommendations into action.

Change won't come from our team alone — it depends on strong partnerships.

We'll continue to work with public bodies, communities, businesses, commissioners, and expert networks who hold the knowledge, tools and influence to shape the Wales we want.

MY APPROACH

In 2025–26, we will:

- Call for more implementation and impact, and call out inaction.
- Champion independent expertise, lived experience and diverse voices.
- Use our unique role to unlock progress on complex, cross-cutting challenges.
- Share learning and amplify others' work.
- Keep listening to what people across Wales are telling us, and respond with action.
- Promote Wales' place on the global stage.



MY PRIORITIES FOR THE YEAR AHEAD:

1. Advocate for the 50 recommendations in the Future Generations Report.

I'll work with public bodies and political parties ahead of the 2026 Senedd election to secure long-term commitments.

2. Support delivery across missions

I'll increase the expert training and advice that we provide to public bodies, with a focus on the five ways of working (e.g. long-term thinking, prevention, involvement) and the 'corporate areas for change' identified in the Act's statutory guidance (e.g. procurement, financial planning and asset management).

3. Push for stronger action on climate and nature

I'll challenge decision-makers to:

- Prioritise local and community-owned energy
- Take a catchment approach to water to reduce flooding and pollution
- Embed climate risk management into public service delivery
- Unlock private sector finance

4. Champion the Real Living Wage

We'll continue to work with public bodies and corporate joint committees to promote accreditation and embed fair work and well-being in regional economic strategies.

5. Advocate for a food resilience plan for Wales

I'll call for national and local food resilience plans and for public bodies to integrate food into their well-being plans. I'll encourage more local authorities to join the Welsh Veg in Schools initiative.

6. Promote investment in prevention

I'll press Welsh Government to ring-fence prevention budgets, increase investment annually, and move towards longer-term funding models.

7. Make the case for culture and creativity

I'll call for:

- A Culture Bill making culture a statutory duty.
- A Community Right to Buy Act to protect vital buildings and spaces.

8. Contribute to post-legislative scrutiny of the WFG Act and spotlight inspiring work

The Senedd's Equality and Social Justice Committee will scrutinise how the Act is working. We called for this review and will provide insight and challenge.

9. Continue our leadership and international programmes

I'll grow the reach of the Future Generations Leadership Academy and support international learning exchanges between public bodies and global policymakers.

10. Monitor and assess impact

I'll set criteria and timelines for the next cycle of formal reviews and continue to analyse public bodies' well-being objectives and steps.

11. Challenge ourselves to do better

I'll continue to walk the talk on climate, inclusion, work-life balance and innovation — and be open about where we need to improve.

POST-LEGISLATIVE SCRUTINY OF THE WFG ACT

In March 2025, the Senedd's Equality and Social Justice Committee agreed to conduct post-legislative scrutiny of the Well-being of Future Generations Act.

The review will assess whether the Act is achieving its aims and how it can have more impact. Both the Auditor General for Wales and I have called for this. We welcome the review and will provide insight and evidence to support it.



My Team and Partners

STAFF TEAM

We're a small team with a wide reach.

Every member of staff plays a vital role in delivering the ambitions of Cymru Can and the Well-being of Future Generations Act.

We invest in each other's learning, act with kindness, and challenge ourselves to lead by example.

AUDIT, RISK AND ASSURANCE COMMITTEE (ARAC)

ARAC provides independent oversight of our governance, risk and financial management.

It offers constructive challenge on internal controls and supports the organisation to manage its responsibilities effectively.

STATUTORY ADVISORY PANEL

Created under the WFG Act, the Advisory Panel brings together leaders from across the public, private and voluntary sectors to advise the Commissioner on how best to exercise their powers.

Panel members also collaborate on joint projects, statements and advocacy.

FUTURE GENERATIONS LEADERSHIP ACADEMY SPONSOR PARTNERS 2024–25

We're grateful for the commitment and support of our Academy sponsors:

- Principality Building Society
- Transport for Wales
- Welsh Government
- WJEC
- Swansea University
- Natural Resources Wales
- Dŵr Cymru
- Castell Howell
- Wales Millennium Centre

These partnerships help us deliver a high-quality programme that supports young people from all backgrounds to lead for future generations.



VOLUNTARY SECTOR

We have a Memorandum of Understanding with Wales Council for Voluntary Action (WCVA) that enables strategic involvement of the voluntary sector in our work.

In 2024–25, we:

- Held **biannual roundtables** with Third Sector Partnership Council representatives (May and October)
- Met with the **Third Sector Support Wales leadership network** at key moments to shape our direction
- Worked closely with [Wales Environment Link](#) and others to ensure third sector expertise influenced our climate, nature, and health missions

Promoting equity and integrating diverse lived experiences and protected characteristics are central to our work. I convened two meetings of my **Equalities Stakeholder Group** in May and November 2024, whose contributions informed the findings and recommendations of my Future Generations Report.

Members of the group include Citizens Wales, Cytun, Disability Wales, Diverse Cymru, EYST, Llais, Llamau, Mind, Oxfam Cymru, Race Equality First, Show Racism the Red Card, the Sub-Saharan Advisory Panel, and WEN Wales.

WORKING WITH OTHERS

We continue to collaborate through formal and informal partnerships with:

- Audit Wales
- Welsh Government
- Natural Resources Wales
- Amgueddfa Cymru
- Public Health Wales
- Cardiff University
- Local authorities
- Public services boards
- Corporate joint committees
- Community organisations
- Welsh Local Government Association
- One Voice Wales

Together, we are stronger.

Together, we are building the Wales we want.

Diolch to everyone who has worked with us over the past year.

We look forward to building on this progress — and continuing to learn, challenge and grow.





• HOW TO GET INVOLVED

Want to get involved?

GET IN TOUCH

Website: futuregenerations.wales

Email: contactus@futuregenerations.wales

Linkedin: [Future Generations Commissioner for Wales](#)

Bluesky: [@futuregencymru.bsky.social](#)

Instagram: [@futuregencymru](#)

Address:

Office of the Future Generations Commissioner for Wales
Tramshed Tech
Pendyris Street
Cardiff
CF11 6BH

GET INVOLVED

- Sign up to [our monthly Cymru Can newsletter](#)
- Join our [Future Generations Leadership Academy](#)
- Share your ideas and [examples of good practice](#)



Welsh Government Ministerial Meetings 2024 - 2025

The following table has been produced to provide an overview of the meetings held between the Commissioner and Welsh Government Ministers.

NAME	DATE	MINISTER	ITEMS INCLUDED
Lesley Griffiths MS	May 9th 2024	Cabinet Secretary for Culture	The Commissioner and Cabinet Secretary provided an overview of their priorities for 2024, which included the 10th anniversary of the WFG Act, the additional eight public bodies and Well-being of Wales Report 2024. The Commissioner provided an overview of the Cymru Can strategy including a focus on Culture and Welsh Language Mission.
Vaughan Gething MS	June 26th 2024	First Minister	The Commissioner provided an update on his strategy and issues relating to food and the seaweed industry. The Commissioner also raised the importance of ensuring the WFG Act was used in the budgetary process. The Commissioner and First Minister discussed ongoing need to demonstrate leadership in the implementation of the WFG Act.
Huw Irranca-Davies MS	July 9th 2024	Cabinet Secretary for Climate Change and Rural Affairs	The Commissioner and Cabinet Secretary discussed the actions needed on rivers and waterways. The Commissioner noted he was preparing advice about where further cross cutting action can be taken in relation to River Summits. A discussion was held on food policy and agreement that more joined up approaches were needed. Both parties also discussed the latest on the sustainable farming scheme (SFS).
Rebecca Evans MS	July 15th 2024	Cabinet Secretary for Finance, Constitution and Cabinet Office	The Commissioner asked the Cabinet Secretary for thoughts on how to embed longer-term planning. The Cabinet Secretary explained that annual Budgets will be informed by the longer-term plan. The Cabinet Secretary agreed that more thought would be given to the importance of well-being objectives in budget setting. The Cabinet Secretary acknowledged that Welsh Government could explore further what could be included in the Budget narrative document, to add to the clarity of the decision-making process aligned with the WFG Act. The Commissioner outlined his budget work programme and commissioning to support his advice to Welsh Government.

● ANNEXE - WELSH GOVERNMENT MINISTERIAL MEETINGS 2024 - 2025

NAME	DATE	MINISTER	ITEMS INCLUDED
Ken Skates MS	November 4th 2024	Cabinet Secretary for Transport and North Wales	Introductory meeting to discuss FGC and Cabinet Secretary priorities (including Cymru Can strategy and Future Generations Report). Items included the Well-being of Wales Report and Corporate Joint Committees. The Commissioner and Cabinet Secretary discussed the latest on 20mph policy and involvement.
Jayne Bryant MS	November 6th 2024	Cabinet Secretary for Housing and Local Government	Introductory meeting to discuss the Commissioner and Cabinet Secretary priorities (including Cymru Can strategy and Future Generations Report). Cabinet Secretary agreed to promote the WFG Act and encourage local government to use the 5 ways of working when considering budgets. The Cabinet Secretary provided an update on Academi Wales and 'One Welsh Public Service'. The Commissioner highlighted his concerns with the complex partnership landscape in Wales and also noted the importance of nature in housing development.
Jane Hutt MS	November 28th 2024	Cabinet Secretary for Culture, Social Justice, Trefnydd and Chief Whip	The Commissioner provided an overview of his plans to publish the Future Generations Report on 29th April. The FGC provided an overview of emerging findings. A discussion was also held on the activities relating to the 10th anniversary of the WFG Act and the importance of public services boards. The Commissioner and Cabinet Secretary discussed the importance of the recently published Well-being of Wales Report 2024.
Jeremy Miles MS	December 17th 2024	Cabinet Secretary for Health and Social Care	Introductory meeting to discuss the Future Generations Report and Cymru Can Strategy.
Lynne Neagle MS	January 29th 2025	Cabinet Secretary for Education	The Cabinet Secretary provided an update on the Curriculum for Wales – and its alignment with the WFG Act (i.e futures literacy). The Commissioner expressed support for the rollout of Universal Free School Meals. The meeting discussed the assessment of the initiative. The Commissioner highlighted the findings from the Food, Farming, and Countryside Commission which indicated that people desire affordable food and seek Government assistance to eat healthier.
Jack Sargeant MS	March 13th 2025	Minister for Culture, Skills & Social Partnership	The Commissioner provided an overview of his Cymru Can Strategy and the upcoming statutory Future Generations Report. The Minister and Commissioner discussed the Government's Priorities for Culture and the Commissioner's call for Culture Bill. The Minister and Commissioner discussed the culture funding and cuts and the need to take long term decisions. FGC highlighted the findings relating to social partnership and Real Living Wage.

Accountability Report

In this section, I report on key accountability requirements to Welsh Ministers along the lines of a Directors' report that is prepared by a private company.

These reporting requirements have been adapted to fit the public sector context.

My accountability report includes a **Corporate Governance report** and a **Remuneration and Staff Report**.

The Auditor General for Wales is responsible for reviewing my accountability report for consistency with other information in my financial statements and providing an opinion on the following disclosures within this report:

- Regularity of income and expenditure
- Disclosures on parliamentary accountability
- Remuneration and CETV (cash equivalent transfer value) disclosures for me and members of my senior leadership team
- Payments to past Directors, if relevant
- Payments for loss of office, if relevant
- Exit packages, if relevant
- Fair pay disclosures
- Analysis of staff numbers and costs

Corporate Governance Report

Information on my governance structure and who is responsible for and influences what happens in my Office is set out on [my website](#) and in my Governance Statement below.

I am also required to disclose any significant interests which may conflict with the management responsibilities held by me and my Senior Leadership Team.

I have decided to include this information for all the members of my extended Senior Leadership Team (SLT). A summary register of interests for me and SLT is available to view [here](#).

Any potential or actual conflicts of interest arising during the year were managed in accordance with my conflicts of interest policy.

FORMAT OF THE ACCOUNTS

My financial statements have been prepared in accordance with Paragraph 20 to Schedule 2 of the Well-being of Future Generations (Wales) Act 2015 and any Accounts Direction issued by Welsh Ministers.

The Office of Future Generations Commissioner for Wales came into existence on 1 February 2016 with the appointment of Sophie Howe as the first Commissioner. On 1st of March 2023, Derek Walker became the second Future Generations Commissioner. Deputy Commissioner Marie Brousseau-Navarro acted as Interim Commissioner between the 1st of February and the 28th of February 2023.

These accounts cover the period from 1 April 2024 to 31 March 2025 and reflect the assets, liabilities and resource outturn of my Office. The financial statements that follow this report have been prepared in accordance with the Government's Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Accounting Standards (IFRS) as adopted or interpreted for the public-sector context.

FUNDING

The Office of the Future Generations Commissioner for Wales is independent of but funded by the Welsh Government.

In 2024-25, the initial funding allocation for my office was £1,610,000 baseline resource funding, £30,000 capital funding, plus non-cash funding of £10,000 for depreciation. Funding for the pay parity alignment project was included in the baseline for the first time this year.

Additional in year funding was received as follows:

- Pay Award Support £17,500,
- Support for amendments to SCAPE (Superannuation Contributions Adjusted for Past Experience – i.e. pension discount rate) £14,000,
- Support for events to mark the 10-year anniversary of the Act £10,000,
- Support to replace and provide new technology for my team (phones and laptops) £15,000, and
- Support for work with Cymru Can Cultural Exchange to Bradford (The UK City of Culture) £11,402.

The total funding my office therefore received for 2024-25 was £1,677,902 resource funding (plus £10,000 for non-cash depreciation and £30,000 capital funding). For 2023-24 the final resource funding allocation for my office was £1,770,000 (no non-cash or capital funding).

The office also received income from fees (on a cost recovery basis) from organisations to enable young people to be trained in the Well-being of Future Generations Act as part of our Future Generations Leadership Academy.

We also received some funding for collaborative research projects and honorarium for speaking at international events. Full details are in Note 9 to these Financial Statements.

For 2024-25, I utilised 97% (2023-24 - 99%) of the final resource budget that was allocated to me by the Welsh Government.

FINANCIAL PLANNING

In October 2023, I submitted my 2024-25 Statutory Estimate to Welsh Government requesting a resource budget of £1,890,600 plus £20,000 capital funding. This was a modest increase to provide for inflationary increases, help support my expanding remit and to support increased pension costs. This increase would still have been less than the funding my office received in 2022-23.

The increased capital funding allowed me to update the Office's official website, which was welcomed. However, the resource budget provided for 2024-25 was £212,698 or 11.25% less than the budget requested.

Staff costs are the biggest pressure on my budget. Thankfully I built financial resilience into the Office because of the restructure I undertook in 2023-24 that allowed me to withstand this without needing to consider a further change in office structure. It did however mean that spending choices remained very pressured and stymied the original planned progress of my office.

I forecast and scenario plan to mitigate financial risks associated with uncertain annual budget cycles insofar as possible.

RESULTS FOR THE PERIOD

The Statement of Comprehensive Net Expenditure shows expenditure for the year of £1.634 million (£1.759 million for 2023-24). This was funded by £1.534 million drawn via grant-in-aid (part of which was also used to cover liabilities existing at the 2023-24 year-end).

At the year-end the general fund balance increased to a deficit £132k (from a deficit £32k in 2023-24). My office can no longer hold cash ahead of need and so, as a result of this, the accounts now report a deficit reserve position.

COMPLAINTS

My Office did not receive any formal complaints this year.

DISCLOSURE OF INFORMATION TO THE AUDITORS

To the best of my knowledge, there is no audit information of which the auditors are unaware. My team have taken all the steps that it should to make itself aware of any relevant audit information and ensure the auditors are aware of that information.

During the period no remuneration was paid to my auditors for non-audit work.

Sections that have been subject to audit are clearly indicated as such.

STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

Under Schedule 2 of the Well-being of Future Generations (Wales) Act 2015, Welsh Ministers have directed the Future Generations Commissioner for Wales to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Future Generations Commissioner for Wales and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by Welsh Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- Make judgements and estimates on a reasonable basis
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements
- Prepare the financial statements on a going concern basis
- Confirm that the annual report and accounts as a whole is fair, balanced and understandable and take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

The Commissioner is the Accounting Officer for their office by virtue of paragraph 18 of Schedule 2 to the Well-being of Future Generations (Wales) Act 2015. The responsibilities of the Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Future Generations Commissioner for Wales' assets, are set out in Managing Welsh Public Money published by Welsh Government.

As Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that Future Generations Commissioner auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.



Derek Walker,
Future Generations Commissioner for Wales
01 August 2025

Annual Governance Statement

PURPOSE

As Accounting Officer, I have responsibility for maintaining effective governance and a sound system of internal control that supports the achievement of my policies, aims and objectives, while safeguarding the public funds and assets for which I am personally responsible.

This Governance Statement follows HM Treasury Guidance. It sets out the governance structures for my office, and the internal control and risk management procedures that have been in place during the year ended 31 March 2025 and up to the date of approval of the Annual Report and Accounts.

The systems in place as outlined in this statement are designed to manage risk to an acceptable level rather than to eliminate all risks of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. Given the ground-breaking nature of the work of my office, I have adopted an “open” risk appetite for much of the outward facing work as a more traditional or cautious approach would not succeed in bringing about the beneficial change that the office was set up to achieve. This is explained further below, and I have conducted a review of the organisation’s risk appetite this year now that my strategy and values are in place.

NATURE OF MY OFFICE AND ACCOUNTABILITY

The Well-being of Future Generations (Wales) Act 2015 established the Future Generations Commissioner for Wales as a corporation sole. This means that all the functions (powers and duties) are vested in the office holder and there is no traditional “board” that is corporately responsible for the performance and governance of the organisation.

I am independent of Ministers and subject to the 2015 Act, responsible for setting the strategic direction of my office. I am accountable to the Welsh Parliament for the actions of my office, and to its Public Accounts and Public Administration Committee in particular for matters such as the arrangements for governance, financial management and internal control.

DEPUTY COMMISSIONER

In accordance with Schedule 2 paragraph 11 of the Well-being of Future Generations Act 2015, the Commissioner is required to appoint a Deputy. Marie Brousseau-Navarro was appointed Deputy Commissioner on 15th April 2021.

SENIOR LEADERSHIP TEAM

In line with my seven-year strategy, [Cymru Can](#), each mission is overseen by a Mission Director who leads their team to deliver agreed objectives. They hold line management responsibilities and are accountable for successful team performance.

The Senior Leadership Team (SLT) comprises:

- Derek Walker – Future Generations Commissioner for Wales
- Marie Brousseau-Navarro – Deputy Commissioner and Director of Health
- Jacob Ellis – Director of External Relations and Culture
- Heledd Morgan – Director of Implementation and Impact
- Louisa Neale – Director of People
- Helen Nelson – Director of Strategic Planning, Climate and Nature
- Lisa Pitt – Director of Finance and IT
- Jonathan Tench - Director of Well-being Economy

The purpose of our SLT meetings is for high level strategic discussions where we consider risk and opportunity, and track progress and delivery against our strategic objectives and shape responses to cross-cutting or significant issues.

I continue to take key decisions after discussion with SLT and wider team members. I have also delegated authority to certain staff to incur financial expenditure on my behalf. The Deputy Commissioner; Director of Strategic Planning, Climate and Nature; and Director of Finance and IT have the delegated authority to commit expenditure and authorise payment for supplier invoices for up to the value of £50k. The remaining SLT members and the Finance and Corporate Governance Officer also have the delegated authority to spend for the value up to £10k.

● ACCOUNTABILITY REPORT - ANNUAL GOVERNANCE STATEMENT

ADVISORY PANEL

The 2015 Act established a statutory Advisory Panel to provide the Commissioner with advice on the exercise of my functions.

Within the reporting period, the members of the advisory panel were:

- Rocio Cifuentes, The Children’s Commissioner for Wales
- Efa Gruffudd Jones Welsh Language Commissioner
- Heléna Herklots CBE, Older People’s Commissioner for Wales until September 2024. Rhian Bowen-Davies was appointed to the position on 30 September 2024.
- Dr Frank Atherton, Chief Medical Officer for Wales until January 2025. Professor Isobel Oliver took up the position in February of this year.
- Sir David Henshaw, Chair of Natural Resources Wales
- Shavanah Taj, General Secretary of Wales TUC
- Caroline Platt, representing persons carrying on business in Wales.
- Dr Lindsay Cordery-Bruce, Chief Executive Officer of the Wales Council for Voluntary Action (falling under ‘such other person as the Welsh Ministers may appoint’).
- Rhian Davies, representing Disability Wales (falling under ‘such other person as the Welsh Ministers may appoint’).
- Davinia Louise Green, representing Stonewall Cymru (falling under ‘such other person as the Welsh Ministers may appoint’) until October 2024. Tanya Harrington represented Stonewall Cymru from this point onwards.
- Helal Uddin representing the Ethnic Minorities and Youth Support Team (falling under ‘such other person as the Welsh Ministers may appoint’).
- Mair Gwynant, Chair of the Future Generations Commissioner’s Audit, Risk and Assurance Committee from July 2024.
- Arpana Chunilal – Trainee member, Alumna of the Future Generations Leadership Academy.

The Panel meets on a six-monthly basis. This year they met on 30 May and on 28 November 2024. My office drew on individual members’ experience to inform the organisation’s work programme and advise on the statutory functions throughout the year.

AUDIT AND RISK ASSURANCE COMMITTEE

I have an Audit and Risk Committee (ARAC) responsible for providing independent advice and assurance to me as Accounting Officer and the Leadership Team on the adequacy and effectiveness of internal control and risk management.

The remit is reviewed annually, and a copy can be found on our website. As part of the remit the committee receives regular internal audit reports, the strategic risk register and exception reports on governance and corporate matters.

The committee also scrutinises the annual report, statutory accounts and external auditors’ reports. A finance report and quarterly performance progress report are shared with members for information as well as my team’s specific reports in response to any specific risks or challenges that arise.

The Committee comprises:

- Alan Morris, a retired Auditor and committed sustainable development champion was Chair of the Committee until his retirement in June 2024.
- Mair Gwynant was appointed as Chair from July 2024. Mair is a fellow of the Institute of Chartered Accountants in England and Wales with over 30 years’ experience as a finance professional.
- Peter Davies OBE played a key role in the development of the Well-being of Future Generations (Wales) Act and was Sustainable Futures Commissioner and Chair of the Climate Change Committee for Wales up to 2015.
- Fran Targett OBE is the independent Chair of the Welsh Government’s National Advice Network providing advice to Welsh Ministers on information and advice services.
- Annmarie Thomas is a Former Assistant Director of Workforce at Hywel Dda University Health Board.
- Nicola Williams is a partner at the law firm Eversheds Sutherland LLP, in Cardiff.
- Dr Phil George CBE was Chair of the Arts Council of Wales from April 2016 until March 2023.
- Sabiha Azad is a trainee ARAC member and alumna of our Future Generations Leadership Academy.
- Samer Karrar is a trainee ARAC member and an alumna of our Future Generations Leadership Academy.
- Princess Onyeanusì is a trainee ARAC member and marketing strategist with a passion for making positive impact in the community.

● ACCOUNTABILITY REPORT - ANNUAL GOVERNANCE STATEMENT

ARAC meets quarterly. This year, they met on:

- 17-18 April 2024
- 15 July 2024
- 18 August 2024
- 23-24 October 2024
- 30 January 2025

“ CHAIR OF ARAC, MAIR GWYNANT SAYS:

Based on the Committee's work over the year, and the findings of internal and external audit, we can provide the Commissioner with assurance that the governance, financial management and risk management arrangements in place are appropriate and have operated effectively during the 2024/25 financial year.

In particular:

- *There are arrangements, policies and processes in place aimed at ensuring effective governance,*
- *There are effective financial arrangements,*
- *There is a system in place to manage risk and*
- *There is strong internal control.*

INTERNAL AUDIT

The work of internal audit is one of the key assurances that I require as Accounting Officer. TIAA act as our internal auditors and they have produced the following reports during the year.

2 internal audits were conducted in 2024-25 on:

- Key Financial Controls – October 2024
- ICT Cyber Security – January 2025

Our internal auditor also delivered detailed risk management training and workshops to my Senior Leadership Team and Audit and Risk Assurance Committee.

The reviews were designed to ascertain the extent to which the internal controls in the system are adequate to ensure that activities and procedures are operating to achieve Future Generations Commissioner for Wales's objectives. The internal auditors were satisfied they could provide substantial assurance on The Key Financial Controls in place, and they concluded they could provide reasonable assurance on the ICT Cyber Security systems in place (second highest level).

A Follow-Up audit was also undertaken in March 2025 for the previous year's internal audits. 3 of the 9 agreed recommendations were implemented within the agreed timeframe with the internal auditor. 1 was superseded. The 5 others are being processed and will be completed by the end of December 2025.

The Head of Internal Audit's annual opinion is that:

"TIAA is satisfied that, for the areas reviewed during the year, the Future Generations Commissioner for Wales has reasonable and effective risk management, control and governance processes in place.

This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability or your ability to meet financial obligations which must be obtained by the Future Generations Commissioner for Wales from its various sources of assurance".

APPROACH TO RISK MANAGEMENT

The approach to risk management is consistent with my Strategic Plan and is in line with the 2015 Act and what it is intended to achieve.

The risk management policy, which was reviewed in 2022 and recently in 2023-24, is endorsed by the Audit, Risk and Assurance Committee, makes it clear that we want to create and maintain an environment that will allow the effective management of risk to flourish. This includes ensuring that staff are kept fully in the loop about our plans and the approach that I and risk owners will take to managing the associated risks.

My new risk register and policy was co-designed with my ARAC and SLT, following guidance and advice from our internal auditors to ensure best practice. The policy makes it clear that the Commissioner will not be averse to taking risks. On the contrary, to achieve the objectives in the strategic plan and deliver what is expected, it will often necessitate an open risk approach which is not the norm for most other public bodies.

● ACCOUNTABILITY REPORT - ANNUAL GOVERNANCE STATEMENT

We have concluded that adopting such an approach for my outward facing work with other public bodies is the only realistic way of securing the change needed across the Welsh public sector. To do otherwise might well mean failing to capitalise on opportunities when they occur and will run a high risk of failure to achieve the challenging objectives that are set in the strategic plan and the expectations held by stakeholders.

Similarly, as an organisation, we need to 'walk the talk' of the Act and be open and innovative and try new approaches to the way we work.

However, such risks are not taken recklessly but managed appropriately, reviewed regularly and carefully with the aim of maximising successful delivery.

We have taken a more traditional and risk averse approach to internal processes concerned with financial management, compliance with laws and regulations and security of information.

The strategic risk register identifies appropriate risks relating to the statutory duties and the role we will play in helping public bodies deliver the aims of the Act. Actions to address these risks continue to be embedded within the organisation's operations.

INFORMATION ASSURANCE

An information governance framework is in place with a suite of underpinning policies that set out the security arrangements and principals of good information governance together with the responsibilities and behaviours I expect of all those that work for me.

My Office adopts a cautious, responsible and transparent approach to data handling. Incidents are investigated thoroughly, and an over-reporting stance is taken with any incidents that may occur.

There was one event in the year reported to the Information Commissioner's Office (ICO) in April 2024. The nature of the incident was limited in scope and only related to one document affecting one individual. I reported this swiftly to the ICO with risk mitigation attempts undertaken to reduce any impact to the individual without delay. The ICO determined we did not need to take any further action.

Following the theft of one device, we conducted a thorough self-assessment as requested by the ICO and on that occasion we did not need to report the incident. We have now put extra protection in place to limit further such risks.

Recognising that cybersecurity is an increasing risk, as requested by Welsh Government, we passed the IASME Cyber Assurance Level 1 accreditation on 30 April 2024 and successfully achieved this again in 2025. The accreditation includes checks on effectiveness and implementation of information governance and security. My Office also continues to hold Cyber Essentials Plus accreditation.

I am continuously increasing staff awareness and have increased the provision of training on this issue.

SUMMARY OF EFFECTIVENESS

From the assurances provided by my team, my knowledge of the work of my office, and the reports provided by internal and external audit, I am able to report that the system of internal control in place during the year and up to the date of approval of the Annual Report and Accounts did not contain any significant weaknesses. This view is supported by my Audit, Risk and Assurance Committee.

LOOKING FORWARD

For 2025-26, I will monitor, maintain and enhance the governance and internal control arrangements to ensure they continue to meet my assurance needs, in particular in the delivery of my strategy; fit with a modern, agile workplace; and are appropriate in a climate and biodiversity emergency context. Where necessary I will continue to update my team structure to ensure I have the most efficient and effective arrangements to deliver the wide range of functions.



Derek Walker,
Future Generations Commissioner for Wales
01 August 2025

Remuneration and Staff Report

This part of my Accountability report provides information on my remuneration policy for me and my Senior Leadership Team (SLT).

I was appointed on 1 March 2023. During last year, my SLT has included the following members: myself; Marie Brousseau-Navarro – Deputy Commissioner and Director of Health; Jacob Ellis – Director of External Relations and Culture; Heledd Morgan – Director of Implementation and Impact; Louisa Neale – Director of People; Helen Nelson – Director of Strategic Planning and Climate and Nature; Lisa Pitt – Director of Finance and IT; Jonathan Tench – Director of Well-being Economy.

The Welsh Ministers determine the remuneration of the Future Generations Commissioner for Wales in accordance with Schedule 2 paragraph 5 to the Well-being of Future Generations (Wales) Act 2015.

The following sections, which have been subjected to audit, provide details of the remuneration and pension benefits of the most senior officials within my office:

NUMBER AND ANALYSIS OF SENIOR STAFF COSTS BY BAND (AUDITED)

	Salary £000		Benefits in Kind (to nearest £100)		Pension Benefits (to nearest £1,000)		Total £000	
	1.4.24 to 31.3.25	1.4.23 to 31.3.24	1.4.24 to 31.3.25	1.4.23 to 31.3.24	1.4.24 to 31.3.25	1.4.23 to 31.3.24	1.4.24 to 31.3.25	1.4.23 to 31.3.24
Derek Walker – Future Generations Commissioner for Wales. Full time. Term started on 1st March 2023.	95-100 ¹	90-95	9	7	34	37	125-130	130-135
Marie Brousseau-Navarro - Deputy Commissioner and Director of Health. Part time 0.9 FTE from October 2024.	75-80 (FTE 80-85)	75-80	14	16	27	30	100-105	105-110
Louisa Neale -Director of People. Part time 0.79 FTE from April 2024.	50-55 (FTE 60-65)	60-65	0	0	20	24	70-75	85-90
Lisa Pitt - Director of Finance and IT. Part time 0.6 FTE.	35-40 (FTE 60-65)	35-40 (FTE 55-60)	0	0	14	14	50-55	45-50
Heledd Morgan - Director of Implementation and Impact. Full time.	60-65	60-65	47	5	23	24	90-95	85-90
Jacob Ellis - Director of External Relations and Culture. Full time.	60-65	60-65	0	0	25	24	85-90	85-90
Jonathan Tench - Director of Well-being Economy. Full time.	60-65	55-60	0	0	24	22	80-85	75-80
Helen Nelson - Director of Strategic Planning, Climate and Nature. Full time.	60-65	60-65	1	0	25	23	85-90	80-85
Susan Crutcher - Solutions Architect. Full time. Employment ended on 31st March 2024.	0	40-45	0	0	0	17	0	55-60

1 The Commissioner's salary remains unchanged from 2023-24, and indeed since his appointment. He received a one-off taxable allowance of £25 in the 2024-25 year that has pushed his salary into the next £5k reporting band; £25 is the only difference between what has been reported for 2024-25 and 2023-24 in respect of the Commissioner's salary.

BENEFITS IN KIND

These relate to 2 different types of payments:

- ULEV (Ultra Low Emission Vehicle) - 4 members of our team are part of our electric vehicle salary sacrifice scheme
- Office Trivial Benefit: The office runs a monthly recognition scheme, Y Cwpan Calon, where colleagues vote for outstanding contributions by their colleagues. Each month, a team member is gifted a treat up to the value of £25 from a local sustainable supplier as a token of appreciation for their efforts.

PENSION BENEFITS – CIVIL SERVICE PENSION SCHEME (AUDITED)

	Total Accrued Pension	Real increase in pension	CETV at 31.3.25	CETV at 31.3.24	Real increase/(decrease) in CETV
	£000	£000	£000	£000	£000
Derek Walker – Future Generations Commissioner for Wales. Full time. Term started on 1st March 2023	0 - 5	0 - 2.5	66	34	23
Marie Brousseau-Navarro - Deputy Commissioner and Director of Health. Part time 0.90 FTE from October 2024.	10 - 15	0 - 2.5	190	155	17
Louisa Neale -Director of People. Part time 0.79 FTE from April 2024.	5 - 10	0 - 2.5	64	46	11
Lisa Pitt - Director of Finance and IT. Part time 0.60 FTE.	0 - 5	0 - 2.5	26	14	7
Heledd Morgan - Director of Implementation and Impact. Full time	10 - 15	0 - 2.5	118	95	11
Jacob Ellis - Director of External Relations and Culture. Full time	10 - 15	0 - 2.5	104	82	11
Jonathan Tench - Director of Well-being Economy and Programmes, Full time	5 - 10	0 - 2.5	65	44	12
Helen Nelson - Director of Strategic Planning and Climate & Nature. Full time	10 - 15	0 - 2.5	173	140	16

CIVIL SERVICE PENSIONS

‘The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “Alpha” – are unfunded multi-employer defined benefit schemes, but The Future Generations Commissioner is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the PCSPS as of 31 March 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation [here](#).

For 2024-25, employers’ contributions of £314k were payable to the CSOPS (2023-24: £328k) at 28.97% of pensionable earnings. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2024-25 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers’ contributions of £nil (2023-24: £nil) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and ranged from 8% to 14.75%.

Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £nil (2023-24: £nil), 0.5% of pensionable pay, were payable to the CSOPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £nil (2023-24: £nil). Contributions prepaid at that date were £nil.

CASH EQUIVALENT TRANSFER VALUES (“CETV”)

This is the capital value of the pension and is worked out using guidance provided by the scheme actuary. It is an assessment of what it costs the scheme to provide these pension benefits.

REAL INCREASE IN CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation or contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement).

REPORTING OF CIVIL SERVICE AND OTHER COMPENSATION SCHEMES – EXIT PACKAGES (AUDITED)

No payments were made during the financial year.

PAYMENTS TO PAST DIRECTORS (AUDITED)

No payments were made to past directors.

FAIR PAY DISCLOSURES (AUDITED)

	2024-25	2023-24
Band of highest paid individual's remuneration (£000)	90-95	90-95
Percentage changes in the highest paid individual's remuneration	0.00%	0.00%
Average percentage changes in the remuneration of the employees of the entity taken as a whole	6.63%	14.24%
25th percentile pay ratio	3.12:1 (£29,658)	2.97:1 (£31,141)
50th percentile pay ratio	2.14:1 (£43,190)	2.35:1 (£39,382)
75th percentile pay ratio	1.77:1 (£52,259)	1.86:1 (£49,770)
Median (£)	43,190	39,382
Range of staff remuneration: highest (£)	80,079	76,265
Range of staff remuneration: lowest (£)	23,088	20,972

I am required to disclose the relationship between the remuneration of the highest-paid individual and the median, lower quartile and upper quartile employee remuneration. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

There has been an overall increase in the average remuneration of staff members. The average increase is a result of our annual pay award, linked with Welsh Government pay outcomes, in addition to incremental pay-scale rises. One notable shift this year is the 25th percentile figure which has altered largely because of a change in staff structure.

GENDER PAY GAP

Whilst many large employers are obligated by law to report on their gender pay gap, smaller employers, like us, are not required to do so. Nevertheless, we have once again decided to voluntarily report this information as we firmly believe that gender pay analysis is an important part of achieving a more Equal Wales.

The government's gender pay gap methodology does not yet adequately address individuals who have transitioned or are transitioning, or who are non-binary and our team has considered holistically how to treat all staff for the purpose of these calculations. Our male pay data includes staff who identify as male, and our female pay data includes staff who identify as female. We think that including non-binary staff into the male or female categories in juxtaposition to their gender identity would be incorrect and so we have not taken that approach. We see fluctuations in our median pay gap, month by month and year by year, because we are a small organisation with a predominantly female workforce. We are proud that many of our senior roles are already carried out on a flexible basis

The table below shows the median and the mean hourly rate of pay for those in my team that I have direct control over their remuneration rates. Our results show that the mean gender pay gap for this year is in favour of men by 14%. This means that for every £1.00 a female employee receives, a male receives £1.14. This marks a positive shift of 5% compared with last year. Whilst we employ more women than men, men in our organisation are employed in higher graded roles on average.

● ACCOUNTABILITY REPORT - REMUNERATION AND STAFF REPORT

The table below shows the median and the mean hourly rate of pay for those in my team that I have direct control over their remuneration rates. Our results show that the mean gender pay gap for this year is in favour of men by 14%. This means that for every £1.00 a female employee receives, a male receives £1.14. This marks a positive shift of 5% compared with last year. Whilst we employ more women than men, men in our organisation are employed in higher graded roles on average.

The median gender pay gap is the difference in the midpoints in the hourly pay for men and women. It is regarded as a more representative figure as it is not affected by outliers, i.e. a handful of individuals at the top or bottom of the range. It is **not** a measure of the difference in pay between men and women.

The median gender pay gap is 27% this year, representing a decrease of 5% compared to last year. 2 female and 2 male employees left the organisation at the end of the year in 2023-24 via the restructure process. Their grades being in the lower half of our salary pay scale has resulted in the increased median of both genders for 2024-25. Further, my office is a predominantly female office. They hold positions at all levels of the organisation. Of the small number of remaining males in the office (4 people), 50% of them occupy higher graded roles which means the median pay for males is higher.

Gender pay gap	2024-25		2023-24	
	Female	Male	Female	Male
Median total (£)	21.49	27.34	19.62	25.86
Mean total (£)	22.65	25.81	21.02	25.05

ETHNICITY PAY GAP

Last year, we committed to include a section on ethnicity pay reporting, in the interests of transparency and because this is one of our objectives in our Anti-racism Action Plan. It is important to highlight that in the absence of legislation, we believe voluntarily compiling ethnicity pay reports as part of our approach to improve inclusion and tackle inequality in the workplace.

The ethnicity pay gap is calculated by taking all employees across an organisation and comparing the average pay of our white employees with that of employees from ethnic minority groups. The ethnicity pay gap looks at the distribution of our people by ethnic group across all job levels of the organisation.

We have chosen to report using the following measures:

- median ethnicity pay gap – the difference between the median hourly rate of pay of white full-pay relevant employees and that of full-pay relevant employees from other ethnic backgrounds
- mean ethnicity pay gap – the difference between the mean hourly rate of pay of white full-pay relevant employees and that of full-pay relevant employees from other ethnic backgrounds

Ethnicity pay gap	2024-25		2023-24	
	White	Black, Black British and other ethnic minority groups	White	Black, Black British and other ethnic minority groups
Median total (£)	23.17	17.49	21.74	16.34
Mean total (£)	23.93	18.16	22.96	17.36

● ACCOUNTABILITY REPORT - REMUNERATION AND STAFF REPORT

To calculate our median pay gap, we first rank all our people by their hourly pay. We identify what the person in the middle of the pay range for employees from Black, Asian, mixed race, or other ethnic groups received. Then we compare it with what the person in the middle of our white population pay range received. The difference between these figures is the median ethnicity pay gap.

This year the person in the middle of the Black, Asian, mixed race, or other ethnic group pay range received 32% less than the person in the middle of our white population pay range. Last year, our figure was 25%. Fluctuations in ethnicity pay are driven by changes in the people who work with us and even just one person leaving from a Black, Asian, mixed race or other ethnic group can have a significant impact.

Monthly and yearly fluctuations show us that this may not necessarily be sustained – the demographics remain a factor in our ability to significantly close gaps – so we listen to our people from different ethnic groups to understand their lived experience of working with us to inform all areas of policy and practice. We continue to implement initiatives that ensure our jobs are accessible, flexible and appealing to more diverse pools of talent. That being said, we are small organisation with low staff turnover and therefore, do not have high volume roles in any given year.

We are confident we pay people fairly and equally in the same and similar roles, but in a small organisation like ours, minor changes in our demographics and the levels and pay grades at which people operate have a significant effect on our figures.

To calculate the mean pay gap, we add together all the hourly pay rates that people from Black, Asian, mixed race, or other ethnic groups received. We divide the total by the number of people from these groups in our workforce. We then repeat this calculation for white people. The difference between these figures is the mean ethnicity pay gap.

This year the average pay for a person from a Black, Asian, mixed race, or other ethnic group was 22% less per hour than the average pay for a white person. This represents a narrowing of 2% on last year and is a result of incremental pay scale increases, combined with our annual pay award.

Within our organisation, there is a great deal of overlap between the distribution of pay across employees of different ethnic groups. However, the white group is weighted more heavily towards the higher end of the distribution. What this tells us is that people from Black, Asian, mixed race, or other ethnic groups have been more likely to occupy lower-paid roles than white people.

Tracking our pay gap data helps us agree an action plan and evaluate its impact. We are glad to see our mean ethnicity pay gap narrow this year. However, having voluntarily reported our ethnicity pay gap data for two years, we understand the fluctuations that can occur, month by month and year by year, in a small organisation like ours. Minor changes in our demographics and the levels and pay grades at which people operate can have a major impact on our figures.

Achieving significant ongoing improvements may prove a challenge or require actions that are inappropriate for our organisation and our people. It may be more realistic for us to continue to embed the positive actions we’ve taken, keep listening to our people to identify new priorities, and sustain the progress we’ve made.

We continue to keep our people policies under review to make sure they deliver real impact.

STAFF NUMBERS AND RELATED COSTS

On 31st March 2025, the Commissioner’s staff complement was 27 people (whole time equivalent).

STAFF COSTS (AUDITED)

For the year staff costs consist of:

	2024-25	2023-24
	£000	£000
Wages and Salaries	1,095	1,330
Social Security Costs	118	134
Pension Costs	314	328
Audit and Risk Assurance Committee Members Remuneration	13	7
Total Net Costs	1,540	1,799

● ACCOUNTABILITY REPORT - REMUNERATION AND STAFF REPORT

The number of whole-time equivalent (WTE) persons employed (including directors) for the period was as follows:

	1.4.24 to 31.3.25	1.4.23 to 31.3.24
	WTE	WTE
Directly Employed	22.98	27.26
Paid Secondees	-	-
Total	22.98	27.26

There were no secondees this year.

REMUNERATION OF AUDIT AND RISK ASSURANCE COMMITTEE MEMBERS

The Commissioner’s Audit and Risk Assurance Committee comprises independent members, appointed by the Commissioner.

Members receive a daily allowance of £270; the Chair receives a daily allowance of £325; and the trainees a daily allowance of £125.

In 2024-25 the following payments were made:

	1.4.24 to 31.3.25	1.4.23 to 31.3.24
	(£)	(£)
Mair Gwynant (Chair)	2,193	675
Phillip George	1,755	0
Fran Targett	1,485	925
Annmarie Thomas	1,485	675
Nicola Williams	1,485	0
Alan Morris	1,408	1,848
Peter Davies	1,350	675
Sabiha Azad (Trainee)	906	313
Princess Onyeausi (Trainee)	719	313
Samer Karrar (Trainee)	594	313
Jocelyn Davies	0	655
Gareth Madge	0	250
Jonathan Morgan	0	250
Total	13,379	6,890

STAFF COMPOSITION

We collect workforce statistics in relation to all the protected characteristics detailed in the Equality Act 2010. We do not publish full details due to the small size of our workforce and subsequent difficulty in maintaining our obligations to protect the anonymity of sensitive personal data, but we do publish some headline data you can see below.

WORKFORCE GENDER AND PAY STATISTICS (NOT SUBJECT TO AUDIT)

Equality data and trends are being carefully monitored and analysed; however, due to the small numbers involved—some fewer than five—we are unable to present this data to protect individual confidentiality.

OUR WORKFORCE GENDER STATISTICS (NOT SUBJECT TO AUDIT)

This table shows 27 employees on 31st March 2025 by gender along with comparison against the previous years and latest Census Population data 2021: Wales (3,107,500).

Gender	FGCW 31/03/2025	%	FGCW 31/03/2024	%	WALES 2021	%
Male	5	19	6	21	1,521,000	49
Female	22	81	23	79	1,586,600	51
Total	27		29		3,107,500	

WORKFORCE AGE STATISTICS (NOT SUBJECT TO AUDIT)

Headcount by Age on 31st March 2025.

16-24	25-34	35-44	45-54	55-64	65 & Over
0	13	6	8	0	0

WORKFORCE LEAVERS STATISTICS (NOT SUBJECT TO AUDIT)

There have been 2 leavers in the financial year 1st April 2024 to 31st March 2025.

- 1 fixed term internship came to an end
- 1 fixed term contract came to an end

WORKFORCE TRAINING AND DEVELOPMENT STATISTICS (NOT SUBJECT TO AUDIT)

All 27 staff members were supported to participate in externally delivered training opportunities during the year, across all grades, genders and working patterns.

OTHER WORKFORCE STATISTICS (NOT SUBJECT TO AUDIT)

33% of our workforce describe themselves as proficient through intermediate Welsh language skills.

63% of our workforce describe themselves as White Welsh or White British, 37% of our workforce represent other diverse ethnic backgrounds.

SICKNESS ABSENCE DATA (NOT SUBJECT TO AUDIT)

Sickness absence figures are collected, monitored and recorded for directly employed team members.

Between April 2024 and March 2025 there was an average of 25.5 people directly employed, and the sickness absence rate was reported at 0.86% of the available hours.

This equates to a total of 51.5 days of short-term sickness affecting 15 team members. We have experienced no long-term absences (absences lasting longer than 4 weeks) during this reporting period.



Derek Walker,
Future Generations Commissioner for Wales
01 August 2025

Sustainability report

Our office is situated within the Tramshed Tech Building, in Riverside, Cardiff. We have reduced by half our floor occupancy since we moved in in 2021 and continue to monitor this carefully.

Over the last twelve months, a series of building modifications have been made to enhance sustainability and accessibility.

Drop curves were removed from the highway so wheelchair access from Cardiff central train station to both main entrances to Tramshed Tech and the Production Hub are accessible without having to cross any roads.

Ramped access to main areas was introduced, the whole building has been adapted for visually impaired people, Changing Places Toilet facilities have been introduced, automated door access was installed, a hearing loop has been made available in addition to a quiet room for neurodiversity.

Tramshed are also looking to reduce the lumens of the lighting in the space over the coming months.

We have a Carbon Emission Reduction Plan that sets out our plans to reduce our scope 1, 2 and 3 emissions from a 2022-23 baseline. Our Carbon Emission Reduction Plan focusses on transport, waste, consumption, procurement and residual emissions.

We have a salary sacrifice scheme in place to support staff to buy a bike or an ultra-low emission vehicle and my office premises have secure bike storage and showers for staff and visitors.


Whilst we have limited influence over building maintenance and the supply of water and electricity as tenants, we are in regular conversations with the landlord, and we have supported their planning application to install solar panels on the building's roof.

We are a paperless organisation and to reduce waste we no longer have a printer. All of our team use the waste separation and recycling facilities that are available at the premises.

Our procurement policies include sustainability considerations helping us to be ahead of the changes required by the Social Partnership and Procurement (Wales) Act.

I have made it my mission to ensure that public bodies achieve their net zero and nature recovery goals, and to this end have increased the amount of advice and support that we give, which is covered above under my Performance Report.

A section of my Future Generations Report was dedicated to Climate and Nature, and I have made specific recommendations to improve environmental well-being across Wales.



Derek Walker,
Future Generations Commissioner for Wales
01 August 2025

Report on the Audit of the Financial Statements

The Certificate and independent auditor's report of the Auditor General for Wales to the Senedd

OPINION ON FINANCIAL STATEMENTS

I certify that I have audited the financial statements of Future Generations Commissioner for Wales for the year ended 31 March 2025 under paragraph 21 of schedule 2 of the Well-being of Future Generations (Wales) Act 2015.

The financial statements comprise the Statement of Comprehensive Net Expenditure, Statement of the Financial Position, Statement of Cash Flows, Statement of Changes in Taxpayers' Equity and related notes, including the material accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by HM Treasury's Financial Reporting Manual.

In my opinion, in all material respects, the financial statements:

- give a true and fair view of the state of the Future Generations Commissioner for Wales's affairs as at 31 March 2025 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards as interpreted and adapted by HM Treasury's Financial Reporting Manual; and
- have been properly prepared in accordance with Welsh Ministers' directions issued under the Well-being of Future Generations (Wales) Act 2015.

OPINION ON REGULARITY

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them.

BASIS FOR OPINIONS

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my certificate.

My staff and I are independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Future Generations Commissioner for Wales is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

OTHER INFORMATION

The other information comprises the information included in the annual report other than the financial statements and other parts of the report that are audited and my auditor's report thereon. The Accounting Officer is responsible for the other information in the annual report. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon. My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

OPINION ON OTHER MATTERS

In my opinion, the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Welsh Ministers' directions made under the Well-being of Future Generations (Wales) Act 2015.

In my opinion, based on the work undertaken in the course of my audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Welsh Ministers' directions made under the Well-being of Future Generations (Wales) Act 2015; and
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

MATTERS ON WHICH I REPORT BY EXCEPTION

In the light of the knowledge and understanding of the body and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- I have not received all of the information and explanations I require for my audit.
- proper accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my team;
- the financial statements and the audited part of the Accountability Report are not in agreement with the accounting records and returns;
- information specified by Welsh Ministers regarding remuneration and other transactions is not disclosed;
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made or parts of the Remuneration and Staff Report to be audited are not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

RESPONSIBILITIES OF THE ACCOUNTING OFFICER FOR THE FINANCIAL STATEMENTS

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and financial statements as a whole are fair, balanced and understandable;
- ensuring the regularity of financial transactions;
- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error; and
- assessing the Future Generations Commissioner for Wales's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Future Generations Commissioner for Wales will not continue to be provided in the future.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

My responsibility is to audit, certify and report on the financial statements in accordance with the Well-being of Future Generations (Wales) Act 2015.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

My procedures included the following:

- enquiring of management, the Future Generations Commissioner for Wales's Head of Internal Audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Future Generations Commissioner for Wales's policies and procedures concerned with:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- considering as an audit team how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified the risk for fraud in respect of management override of controls;
- obtaining an understanding of the Future Generations Commissioner for Wales's framework of authority as well as other legal and regulatory frameworks that the Future Generations Commissioner for Wales operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Future Generations Commissioner for Wales; and
- obtaining an understanding of related party relationships.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management, the Audit and Risk Assurance Committee about actual and potential litigation and claims;
- reading minutes of meetings of the Future Generations Commissioner for Wales Advisory Board and Audit and Risk Assurance Committee; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all audit team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the Future Generations Commissioner for Wales's controls, and the nature, timing and extent of the audit procedures performed.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

OTHER AUDITOR'S RESPONSIBILITIES

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

REPORT

I have no observations to make on these financial statements.

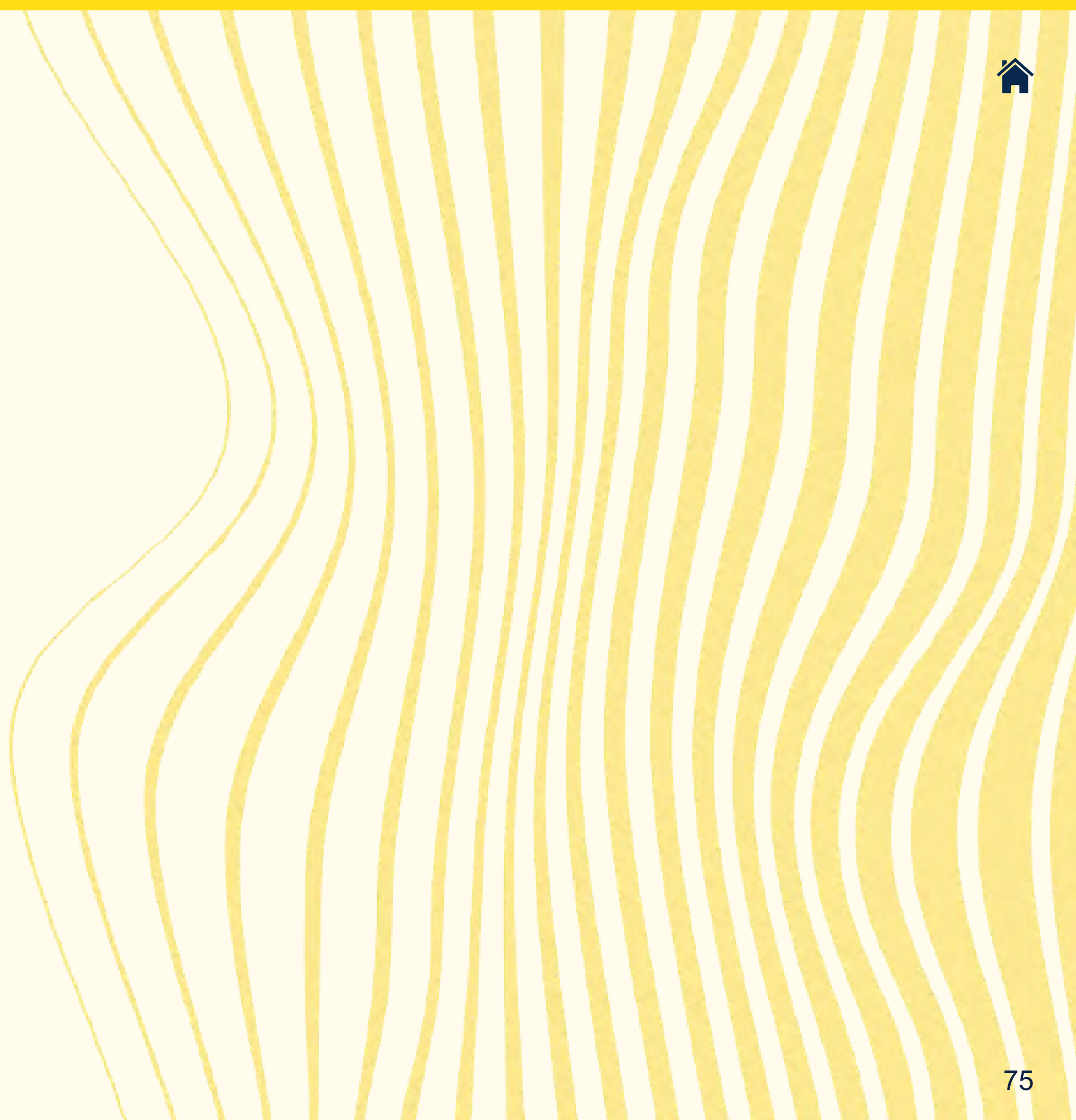
Adrian Crompton
Auditor General for Wales
4 August 2025

1 Capital Quarter
Tyndall Street
Cardiff

The maintenance and integrity of the Future Generations Commissioner for Wales' website is the responsibility of the Accounting Officer; the work carried out by auditors does not involve consideration of these matters and accordingly auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Financial Statements

2024 - 2025



STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE PERIOD
01 APRIL 2024 TO 31 MARCH 2025

		1.4.24 to 31.3.25	1.4.23 to 31.3.24
	Note	£000	£000
Expenditure:			
Administration costs:			
Staff costs	2	1,540	1,799
Other administration costs	3,4,5	524	471
		2,064	2,270
Income:			
Other income	9	430	511
Net Expenditure		1,634	1,759
Interest payable/receivable		-	-
Net Expenditure after interest		1,634	1,759
Other Comprehensive expenditure			
		1.4.24 to 31.3.25	1.4.23 to 31.3.24
Total Comprehensive Expenditure for the year period		1,634	1,759

All income and expenditure is derived from continuing operations. There are no gains or losses other than those reported in the Statement of Comprehensive Net Expenditure. The Commissioner receives funding from the Welsh Government.

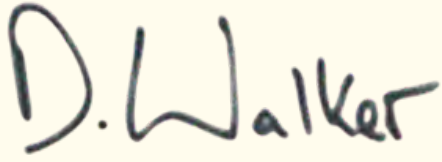
STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

			2025		2024
	Note		£000		£000
Non-current assets:					
Intangible assets	4	20		-	
Property, plant and equipment	5	-		1	
Total non-current assets			20		1
Current assets:					
Trade and other receivables	6	25		116	
Cash and total equivalents	7	15		23	
Total current assets			40		139
Total assets			60		140
Current liabilities:					
Trade and other payables	8	(191)		(171)	
Total current liabilities			(191)		(171)
Total assets less current liabilities			(131)		(31)
Long-term liabilities					
Provision for dilapidations	10	(1)		(1)	
Total long-term liabilities			(1)		(1)
Total assets less total liabilities			(132)		(32)
Taxpayer's equity:					
General fund			(132)		(32)

Derek Walker
Future Generations Commissioner for Wales and Accounting Officer

1 August 2025

The notes on pages 78-84 form part of these accounts



STATEMENT OF CASH FLOWS FOR THE PERIOD
01 APRIL 2024 TO 31 MARCH 2025

		1.4.24 to 31.3.25	1.4.23 to 31.3.24
	Note	£000	£000
Cash flows from operating activities			
Net expenditure		(1,634)	(1,759)
Adjustment for non-cash transactions	3,4,5	11	2
(Increase)/decrease in trade and other receivables	6	91	(101)
Increase/(decrease) in trade payables	8	20	88
Increase/(decrease) in provision	10	-	-
Net cash outflow from operating activities		(1,512)	(1,770)
Cash flows from investing activities			
Purchase of intangible assets	4	(30)	0
Net cash outflow from investing activities		(30)	0
Net cash outflow		(1,542)	(1,770)
Cash flows from financing activities			
Financing from Welsh Government		1,534	1,781
Net financing		1,534	1,781
Net increase/(decrease) in cash and cash equivalents	7	(8)	11
Cash and cash equivalents at beginning of period		23	12
Cash and cash equivalents at end of period		15	23

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY FOR THE PERIOD
01 APRIL 2024 TO 31 MARCH 2025

		1.4.24 to 31.3.25	1.4.23 to 31.3.24
	Note	£000	£000
Balance as at 1st April 2024		(32)	(54)
Changes in Taxpayers' Equity 2024-25			
Funding from Welsh Government		1,534	1,781
Comprehensive net expenditure for the year		(1,634)	(1,759)
Balance as 31st March 2025		(132)	(32)

Refer to page 56 of the Accountability section of the Annual report for full details of our funding allocation and spending for the year.

Notes to the accounts

1. STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the Government's Financial Reporting Manual (FReM) issued by HM Treasury. The financial statements have been prepared for the twelve-month period ending 31 March 2025.

The accounting policies contained in the FReM apply International Accounting Standards (IFRS) as adopted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Commissioner for the purpose of giving a true and fair view has been selected. They have been applied consistently in dealing with items considered material in relation to the accounts.

My team have considered the impact of standards and interpretations which have been issued but are not yet effective and which have not been adopted early by the Commissioner. The Commissioner anticipates that the adoption of these Standards and interpretations in future periods will have no material impact on the financial statements.

The particular accounting policies adopted for my office are described below.

1.1 ACCOUNTING CONVENTION

These accounts have been prepared under the historical cost convention as, in my opinion, the effect of the revaluation of fixed assets at their value to the organisation by reference to their current cost is considered to be immaterial.

1.2 GOING CONCERN

Under the normal conventions applied to control income and expenditure in Managing Welsh Public Money, Grant-in-Aid may not be issued in advance of need. This has resulted in net liabilities of £132,000 at the year-end (£32,000 in 2023-24), primarily because of liabilities relating to the 2024-25 financial year that are falling due in 2025-26.

In accordance with IAS 1, I have therefore had to consider the Office's ability to continue operating for the next 12 months:

- There is no intention to discontinue the service provided by the Future Generations Commissioner as evidenced by the award of funding from the Welsh Government for the next financial year coupled with the lack of legislation necessary to wind up the Future Generations Commissioner.

- There is no reason to believe that liabilities falling due in 2024-25 will not be met by Grant-in-Aid from the Welsh Government.

These financial statements have therefore been prepared on the going concern basis.

1.3 FUNDING

The main source of funding for my office is from the Welsh Government via an annual grant (Grant-in-Aid), which is credited to the general fund when the grant is received. Monies are also collected from fees for support, advice and assistance provided by me and my team under Commissioner's functions Section 19 a) d) of the Well-being of Future Generations (Wales) Act.

1.4 INTANGIBLE ASSETS

Intangible assets in excess of £2,500 are capitalised and valued at historic cost (in accordance with 1.1 above). Development costs of intangible assets are capitalised and included at historic cost. Such assets are recognised when costs can be measured reliably and there are expected future benefits from the asset.

1.5 PROPERTY, PLANT AND EQUIPMENT

All non-current assets have been valued at historic cost (see 1.1 above). The minimum level for capitalisation of individual assets is £2,500.

1.6 AMORTISATION

Intangible assets are amortised in equal instalments over the estimated useful life of 3 years. A full year's amortisation is charged in the year of acquisition.

1.7 DEPRECIATION

Depreciation is provided at rates calculated to write off the value of non-current assets by equal instalments over their estimated useful lives, as follows:

- ICT Equipment 3 years
- Furniture 3 years

A full year's depreciation is charged in the year of acquisition.

1.8 STATEMENT OF COMPREHENSIVE NET EXPENDITURE

Operating income and expenditure is that which relates directly to the operating activities of my office. It comprises charges for goods and services provided on a full cost basis. All expenditure is classed as administration expenditure.

1.9 VALUE ADDED TAX

My office is not registered for VAT. Expenditure and fixed asset purchases are accounted for VAT inclusive, as VAT is irrecoverable.

● FINANCIAL STATEMENTS

1.10 PENSIONS

My staff are generally covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). The PCSPS is a defined benefit scheme however the scheme is not designed to be run in a way that would enable the body to identify their share of the underlying scheme assets and liabilities, so is accounted for as a defined contribution scheme. In respect of any defined contribution scheme, my office recognises the contributions payable for the year; these amounts are charged to the Statement of Comprehensive Net Expenditure in the year of payment. The cost of the defined benefit element of the scheme is recognised on a systematic and rational basis over the period during which it derives benefit from employees’ services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. The expected contributions to the plan for the next annual reporting period are £327k.

1.11 LEASES

A lease is a contract or part of a contract that conveys the right to use an asset for a period of time in exchange for consideration. Any leased asset that falls within the definition of IFRS16 Leases as a right of use asset is capitalised. My office has no leases in scope of IFRS16.

Instead, we have a 6-month rolling license to occupy at our current offices. This is kept under regular review. Operating license rentals are charged to the Statement of Comprehensive Net Expenditure in equal amounts over the lease term.

1.12 SEGMENTAL REPORTING

My office operates in Wales and deals with issues that impact upon people in Wales. The Statement of Comprehensive Net Expenditure and associated notes reflects this one operational segment.

1.13 STAFF COSTS

As required by IAS19 Employee Benefits, Staff costs include the costs of short-term compensated absences such as annual leave that was due but not taken at the year-end.

1.14 PROVISIONS

My accounts provide for legal or contractual obligations which are of uncertain timing or amounts at the balance sheet date, on the basis of best estimate of the expenditure required to settle the obligation.

1.15 CASH AND CASH EQUIVALENT

My office holds cash which is deposited in an account within the Government Banking Service upon receipt. My office does not hold any petty cash.

1.16 TRADE AND OTHER RECEIVABLES

In accordance with IFRS 9 and IFRS 15 trade and other receivables are initially recognised at their transaction price (which is equivalent to cost). Revenue from provision of services is recognised when my office can reliably measure the percentage of completion of the transaction, and it is probable economic benefits will flow to the entity. Trade and other receivables do not contain any significant financing component and are expected to be satisfied in less than one year and as such are not revalued at year end.

1.17 TRADE AND OTHER PAYABLES

Trade and other payables are initially measured at their transaction price (which is equivalent to cost) in line with IFRS 9. Expenses in relation to services received are recorded as expenditure when services are received rather than when the payments are made. Trade and other payables are subsequently measured at cost at year end as this is considered a reasonable approximation for amortised cost, with any difference in valuation being immaterial.

2. STAFF COSTS

For the year staff costs consist of:

	2024-25	2023-24
	£000	£000
Wages and Salaries	1,095	1,330
Social Security Costs	118	134
Pension Costs	314	328
Audit and Risk Assurance Committee Members Remuneration	13	7
Total Costs	1,540	1,799

Further information on Staffing Costs can be found in the Accountability Report on page 67.

3. OTHER ADMINISTRATION COSTS

	1.4.24 to 31.3.25		1.4.23 to 31.3.24	
	£000	£000	£000	£000
3.1 Administration costs:				
Premises	40		44	
Offices	149		126	
Training and recruitment	11		4	
Travel and Subsistence	65		46	
External auditor's remuneration	15		24	
Internal auditor's remuneration	12		17	
ICT equipment	55		58	
Project work	166		150	
		513		469
3.2 Non-cash items:				
Depreciation & amortisation charge on assets	11		2	
Loss on disposal of fixed assets				
Provision for Dilapidations	-		-	
		11		2
		524		471

4. INTANGIBLE ASSETS

	Website Development	Total
	£000	£00
Cost		
At 1st April 2024	-	-
Additions	30	30
Disposals	-	-
At 31st March 2025	30	30
Amortisation		
At 1st April 2024	-	-
Charged in year	10	10
Disposals	-	-
At 31 st March 2025	10	10
Net book value at 1st April 2024	-	-
Net book value at 31st March 2025	20	20

5. PROPERTY, PLANT AND EQUIPMENT

	ICT Equipment	Office Furniture and Equipment	Total
	£000	£000	£000
Cost			
At 1st April 2024	35	5	40
Additions	-	-	-
Disposals	-	-	-
At 31st March 2025	35	5	40
Depreciation			
At 1st April 2024	35	4	39
Charged in year	-	1	1
Disposals	-	-	-
At 31st March 2025	35	5	40
Net book value at 1st April 2024	-	1	1
Net book value at 31st March 2025	-	-	-

6. TRADE RECEIVABLES AND OTHER CURRENT ASSETS

	31.03.25	31.03.24
	£000	£000
Amounts falling due within one year:		
Trade and other receivables	-	26
Prepayments and accrued income	25	90
	25	116

8. TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	31.03.25	31.03.24
	£000	£000
Amounts falling due within one year		
Trade payables	130	8
Accruals	61	120
Deferred income	-	43
	191	171

Note 9 has information on deferred income.

7. CASH AND CASH EQUIVALENTS

	31.03.25	31.03.24
	£000	£000
Balance at 1st April 2024	23	12
Net change in cash and cash equivalent balances	(8)	11
Balance at 31st March 2025	15	23

All balances as at 31st March 2025 were held in an account within the Government Banking Service.

9. OTHER INCOME, CONTRACT ASSETS AND DEFERRED INCOME

Other income was generated from provision of advice, support and assistance and has been disclosed in accordance with the requirements of IFRS 15.

Other income

		2024-25		2023-24	
Details	Other income from:	Amount (£000)	Total (£000)	Amount (£000)	Total (£000)
Contribution to joint projects	Welsh Government	199	231	245	251
	Public Health Wales	23		2	
	United Nations University	9		-	
	University of Liverpool			4	
Contribution to the Future Generations Leadership Academy	Welsh Government	65	165	70	182
	Principality	60		20	
	Transport for Wales	8		16	
	Natural Resources Wales	8		8	
	Dwr Cymru	8		-	
	Castell Howell	8		-	
	WJEC	8		-	
	Arts Council of Wales	-		16	
	Ove Arup and Partners International Ltd	-		8	
	University of South Wales	-		8	
	Health Education and Improvement Wales (HEIW)	-		8	
	Football Association of Wales	-		8	

		2024-25		2023-24	
Details	Other income from:	Amount (£000)	Total (£000)	Amount (£000)	Total (£000)
Contribution to the Future Generations Leadership Academy	North & Mid Wales Trunk Road Agent	-	165	8	182
	South Wales Police and Crime Commissioner	-		6	
	Digital Public Services	-		6	
Outward secondments	Public Health Wales	31	31	4	4
Honorarium	UNESCO and 4 other organisations	2	2	1	1
Other miscellaneous income	Barclaycard and another entity	1	1	1	1
Office restructure cost reimbursement	Welsh Government	-	-	72	72
Total (£)		430	430	511	511

Deferred income

	2024-25		2023-24	
	Revenue recognised in the accounting period	Revenue expected to be recognised within the next financial year	Revenue recognised in the accounting period	Revenue expected to be recognised within the next financial year
	£000	£000	£000	£000
Delivery of the UN and Future Generations Programme on Summit of the Future: partner organisation's contribution £25k received in 2023-24. £23k is carried forward to 2024-25	23	-	2	23
Leadership Academy 3.0: partner organisations' contribution £202k received in 2023-24. £20k is carried forward to 2024-25	20	-	182	20
Smart Innovation (6 month partnership project): partner organisation's contribution £58k received in 2022-23. £1k is carried forward to 2023-24	-	-	1	-
	43	0	185	43

10. PROVISION FOR DILAPIDATIONS

	31.03.25	31.03.24
	£000	£000
Balance as at 1 April 2024	1	1
Use of provision	-	-
In year provision	-	-
Balance as at 31 March 2025	1	1

Provisions have been made in accordance with IAS 37. There have been no substantive changes this year to indicate a material change in the provision amount.

11. COMMITMENTS UNDER LEASES

The Commissioner was committed to making the following payments in respect of an operating license to occupy offices that will end 31 August 2025:

	2024-25		2023-24	
	£000		£000	
	Land & Buildings	Other	Land & Buildings	Other
Obligations under operating license:				
Not later than one year	17	-	17	-
Later than one year and not later than five years	-	-		-
Later than five years	-	-	-	-
	17	-	17	-

The amount of the office license payments recognised for this accounting period is £39,996 (£43,331 in 2023-24).

12. FINANCIAL INSTRUMENTS

IFRS7, Financial Instruments, requires disclosure of the role which financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities. Because of the non-trading nature of my activities and the way in which my operations are financed, my Office is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which IFRS7 mainly applies. I have very limited powers to borrow or invest surplus funds and financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks I face in undertaking activities.

Liquidity risk

My Office's net revenue and capital resource requirements are financed by the Welsh Government. My Office is not therefore exposed to significant liquidity risks.

Interest-rate risk

My Office's financial assets and liabilities are not exposed to interest-rate risks.

Foreign Currency risk

My Office's financial assets and liabilities are not exposed to foreign currency risks.

Fair values

There is no material difference between the book values and fair values of my Office's financial assets and liabilities as at 31st March 2025.

13. CAPITAL COMMITMENTS

There were no capital commitments as at 31st March 2025 (31st March 2024 – nil).

14. CONTINGENT LIABILITIES

There were no contingent liabilities as at 31st March 2025 (31st March 2024 – nil).

15. RELATED PARTY TRANSACTIONS

The Welsh Government is a related party. My office received its main source of funding from the Welsh Government (£1.534 million for 2024-25 and £1.781 million for 2023-24). My office also received other income of £264k from the Welsh Government in the financial year (income £387k in the previous accounting period). No amounts were paid to Welsh Government in the year (£nil in 2023-24).

In accordance with disclosures required by the FReM, my office's payroll is outsourced to the Public Service Ombudsman for Wales (PSOW) and there have been material transactions during the period relating to the operation of payroll and pensions with the PSOW, HM Revenue and Customs and the Cabinet Office.

Note 8 provides a breakdown of income received from other organisations in connection with the work of my Office. There were no material transactions with organisations in which senior staff, or any of their family, held positions of influence.

16. EVENTS AFTER THE REPORTING PERIOD

There were no events between the statement of financial position date and the date the accounts were signed that impact upon these statements.

These financial statements were approved for issue on 1 August 2025 by Derek Walker.

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