



Comisiynydd
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Dyfodol
Cymru

**Future
Generations**
Commissioner
for Wales

The Future Generations Report 2020

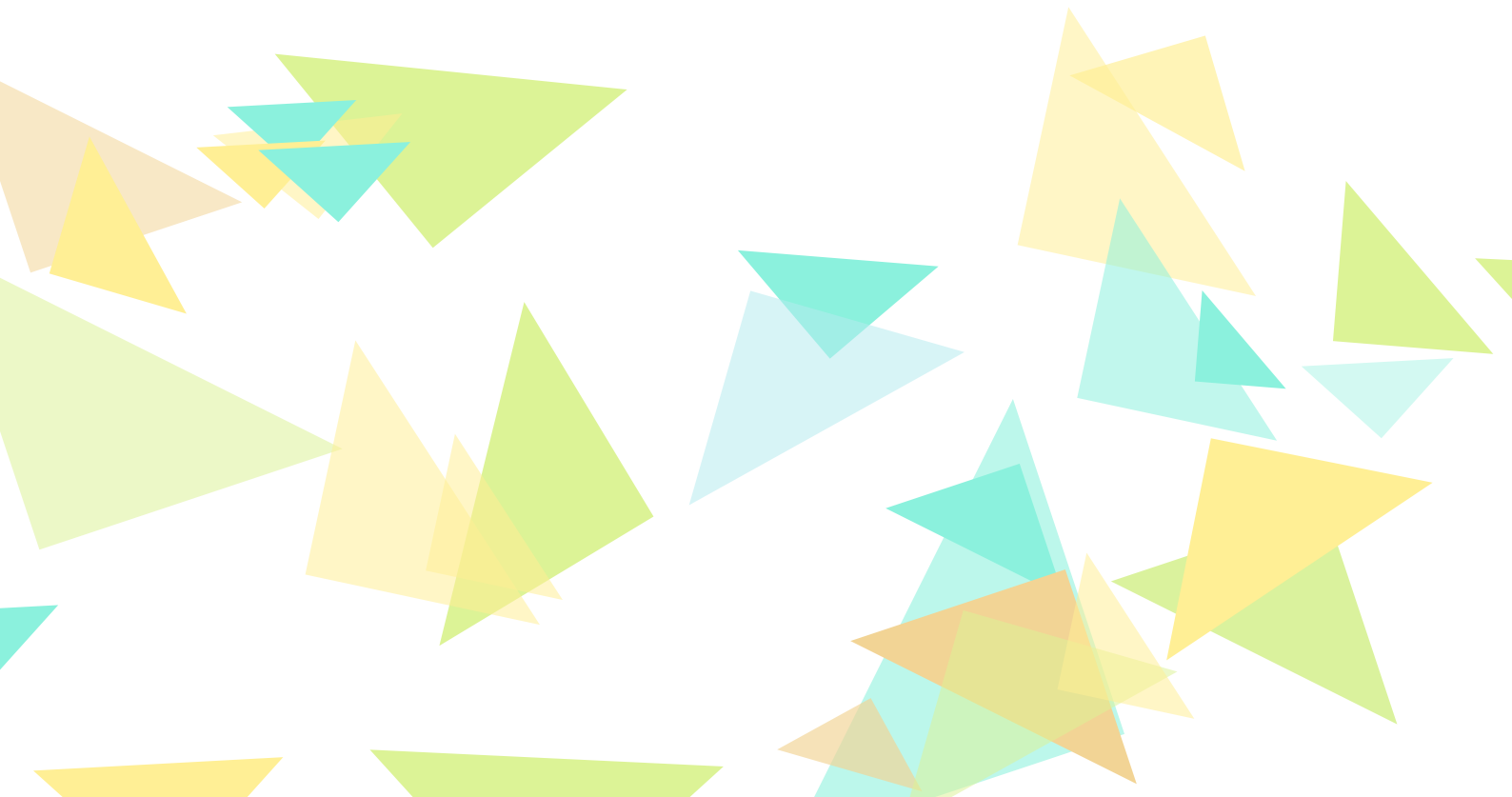


Let's create the future together

A cluster of overlapping triangles in shades of teal, light green, and orange, located in the top right corner of the page.

Chapter 3

Progress against the well-being goals





Future Generations Report 2020

Progress against the well-being goals



Thank you **05**

Overall Picture **06**




Chapter 3

Progress against the well-being goals

This chapter looks at progress against the seven national well-being goals for Wales. The goals represent a common vision for the future of Wales – what public services need to be collectively aspiring to. The bodies that come under The Well-being of Future Generations (Wales) Act 2015 have a legal obligation to maximise their contribution to each of the well-being goals, not just to the one or two that are most relevant to their remit.

The definitions of the goals are included in the legislation, and it is against these legal definitions that public bodies have to take action.

Prosperous An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Resilient A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Healthier A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
 LLES GENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS		
Globally Responsible A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Vibrant Culture and Thriving Welsh Language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.	Cohesive Communities Attractive, viable, safe and well-connected communities.
More Equal A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).		



My analysis of progress is based mainly on two key pieces of work: the journeys published as part of the Art of the Possible programme and my first round of statutory monitoring and assessing.

The Art of the Possible drew on the collective intelligence of people and organisations across Wales. The programme sought to explain and explore the practical implications for public services, on their journey to maximising their contribution to the well-being goals. We published eight journeys towards the well-being goals and involvement, as a series of prompts, case studies and actions people and organisations can take.

Using the journeys, I have been able to look at the extent to which public bodies and Public Services Boards explore the full definition of the goals. The areas in the journeys, where I suggest public bodies should focus change, also form the basis of the challenges and opportunities as set out in each of the chapters on the seven well-being goals.

My statutory monitoring and assessing in 2018-19 allowed me to examine the objectives and steps published by the public bodies to understand how they reflected (or not) the definition of each of the seven well-being goals; and whether they considered their contribution to one or more of the goals.

Each section follows a consistent format. Starting with an expanded vision of what success on each of the goals would look like, and examples from across the world where change is already happening. The examples give me inspiration, ideas and reassurance that in Wales, we are part of a growing movement for change.

You will notice duplication across this chapter, in the vision and with many of the ideas and opportunities proposed. This is deliberate - the goals are interconnected, and I have purposefully sought to draw out the links between issues or to cross reference information contained in other chapters. The Act requires us to integrate our work, and no single action must create only one impact.



Thank you

I would like to thank each of the Goal Convenors for their work on the Art of the Possible programme and development of the journeys: Alison Colebrook (seconded from Wildlife Trust Cymru), Beth Smith (seconded from Interlink), Carys Wynne-Morgan (seconded from the Arts Council), Ceri-Anne Fiddler (seconded from the Wales Co-operative Centre), Elen Jones (seconded from Fairtrade Wales), Helen Green (seconded from Public Health Wales), Rachel Hughes (seconded from Sport Wales) and Steve Cranston (seconded from United Welsh Housing Association).



I would also like to thank members of my statutory Advisory Panel, voluntary sector groups and other stakeholders who have responded to drafts of this chapter, which have helped shape my findings and recommendations.



Overall picture

Overall, progress towards the well-being goals by public bodies is mixed.

There is positive action being taken on all of the goals, in places, and pockets of good practice where I can see determined progress being made. I have sought to highlight these examples throughout the chapter. The early years of the Act required significant focus on process and building relationships, but attention is now turning to action.

However, some goals are less understood, and clarity is lacking on how public bodies are meeting them.

This is particularly true of ‘a Prosperous Wales’, ‘a Resilient Wales’ and ‘a Globally Responsible Wales’.

There is a tendency to rely on the title of the goals, neglecting the full extent of their legal definitions. For example, a public body’s corporate plan/annual report may state ‘This objective is about raising educational attainment and therefore, meets a prosperous Wales’, without exploring the connections between the full definition of that goal (e.g. skills fit for the future, a low carbon society, fair and decent work etc), other goals, how they could integrate areas of work and maximise their contribution to well-being.

Use of language associated with the goals continues to be a problem (see [Chapter 2 for more information](#)). For example, Welsh Government’s latest Annual Report (2019-20) is titled ‘a more prosperous, equal and greener Wales’, which can be confusing and undermine the framework as set out in the Act.



However, when I compare earlier corporate plans with more recent annual reports of public bodies, the general understanding of the goals and their meaning is improving. [Health boards](#), for example, are setting objectives and steps (and taking action) relating to ‘a Resilient Wales’, and more public bodies are exploring what they can do to contribute to more of the goals.

We are seeing more integrated thinking across public bodies, but there is still work to be done.

A key challenge is the lack of integration between goals and objectives. This is consistent with our findings and those of Audit Wales.



As shown in [Chapter 5](#), action in an area (for example, skills for the future, land use planning, transport, housing) often focuses on one goal, instead of seeking to have multiple benefits. Public bodies can only change that by starting with the goals and what the definition requires, rather than starting with the services and programmes of work that have already been decided. There is still a lack of understanding that the goals should inform objectives and steps – rather than setting objectives and steps and hoping they retrospectively fit and contribute to the goals.

Public bodies can also demonstrate their contribution to the goals through the seven corporate areas of change (and their own corporate approaches), on areas such as: fair and local procurement; fair and ethical investment/divestment; setting recruitment targets for people from Black Asian and minority ethnic communities; staff well-being; introducing apprenticeships and other employment schemes etc. [Please see Chapter 2 for more information.](#)

I am seeing evidence from some public bodies, for example, [Natural Resources Wales](#), [Amgueddfa Cymru](#), the fire and rescue services and national park authorities, of being more imaginative and collaborating with others to contribute to a wider set of goals. Using the ways of working, like collaboration and long-term thinking, will help public bodies to integrate, understand the connections and identify work which may be contradictory.

Overall, the ‘A Resilient Wales’, ‘A Wales of Vibrant Culture and Thriving Welsh Language’ and ‘Globally Responsible Wales’ well-being goals tend to be less referenced by public bodies than ‘A Prosperous Wales’, ‘A Healthier Wales’, ‘A More Equal Wales’ or ‘A Wales of Cohesive Communities’.

Progress towards the Simple Changes

Progress towards the goals is exemplified by the uptake of my 82 Simple Changes, the first stage of these journeys. I shared these with public bodies in November 2018 and asked for feedback. On average, 71% of the Simple Changes are already ‘adopted’ or ‘in development’ across the 33 public bodies that replied. Approximately 12% are being considered for implementation in the future.

The Simple Changes under ‘Involvement’ and ‘A Healthier Wales’ are the ones most public bodies have taken up. On the other hand, the actions under ‘A Vibrant Culture and Thriving Welsh Language’ have the lowest rate of adoption, indicating that perhaps public bodies are still finding it hard to think about the cultural pillar of well-being.



The most adopted/in development Simple Changes were:

- Flexible working policy - [A Healthier Wales](#)
- Bilingual greetings at all access points - [A Wales of Vibrant Culture and Thriving Welsh Language](#)
- Pay suppliers promptly - [A Prosperous Wales](#)
- Mental health/suicide awareness for all staff - [A Healthier Wales](#)
- Review policies to improve staff well-being - [A Healthier Wales](#)
- Make public information accessible through a variety of formats - [A More Equal Wales](#)
- Use the Cymraeg comma on lanyards and email signatures of all staff who are Welsh speakers - [A Wales of Vibrant Culture and Thriving Welsh Language](#)

The least adopted Simple Changes were:

- Set targets for the retention in jobs of women returning from maternity leave - [A More Equal Wales](#)
- Promote job-sharing for elected representatives, e.g. Councillors - [A More Equal Wales](#)
- Explore the potential of time credits in your organisation - [A Wales of Cohesive Communities](#)
- Support your staff and visitors to understand their personal carbon footprints - [A Globally Responsible Wales](#)
- Support the Night Out scheme - [A Wales of Vibrant Culture and Thriving Welsh Language](#)

I expect public bodies and Public Services Boards to demonstrate how the Act is shaping what they do and move from adopting simple changes towards policies and plans that are more ambitious and transformational.



With regards to each of the goals, I have found that:

A Prosperous Wales



Public bodies are not demonstrating a clear understanding of the full definition of this goal. While the term 'prosperous' is referenced frequently in public body and Public Services Boards' well-being objectives, its use broadly relates to education, employment, poverty or Gross Domestic Product (GDP).

The topics highlighted in 'A Journey to a Prosperous Wales' derive from the full definition of the well-being goal. It includes decent work, a low carbon society, fair and local procurement, local economies, skills for the future and using resources efficiently (circular economy).

I now expect to see public bodies and Public Services Boards demonstrating they understand the full definition of this goal and making the connections to other well-being goals. My overarching recommendation to Welsh Government on this goal is to demonstrate how they are applying well-being economics in all of their policies, funding arrangements and interactions with the public, private and voluntary sector - meeting the Act's aspirations of equitable distribution of wealth, health and well-being, while protecting the planet's resources for future generations and other species.

A Resilient Wales



Similarly, the well-being objectives and steps relating to the 'environment' set by many public bodies do not always reflect the true definition of the goal, which is focussed on maintaining and enhancing 'a biodiverse natural environment with healthy functioning ecosystems'.

With the exception of Wales' three national park authorities, Natural Resources Wales and a few other examples, objectives and steps on the environment are rarely integrated with other objectives. Commonly, focus is on areas such as recycling, flooding, cleanliness, fly-tipping and reducing emissions.

While these are important areas, it also demonstrates a lack of progress in helping achieve nature recovery and healthy, resilient ecosystems.

Objectives relating to the environment are often reliant on other strategies, duties or plans, such as local development plans, which sometimes means opportunities to make connections are being missed. The requirements of the Section 6 duty of the Environment (Wales) Act may also be driving different approaches amongst some public bodies.

More positively, it is encouraging to see the focus and attention on the natural environment from Public Services Boards in their areas. For example, Natural Resources Wales' work on embedding the sustainable management of natural resources and work with stakeholders and communities on their Area Statements. Also, some health boards and national bodies are increasingly making the connections between a healthy, natural environment and better health and well-being.

There has also been a marked change in political commitment and leadership towards tackling the climate and nature crises in the last year, including the decision not to proceed with the M4 relief road and declarations of a climate emergency. It is vital this now filters down to all actions of Welsh Government, and across Wales' public bodies, Public Services Boards and regional growth deals.



A Healthier Wales



There is compelling evidence that we are not investing in the best balance of services to keep people well and to enable them to live healthy and fulfilled lives.

Many well-being objectives and steps acknowledge the need to shift towards prevention and wellness, but need to go further in how they fund these interventions and transform the way they deliver services. As a result, the prevention agenda is not progressing at the scale and pace needed and is not focused on the wider determinants of health.

Most health bodies have set well-being objectives focused on the more traditional definition of health and contribution to 'A Healthier Wales' goal only, failing to take into account the wider determinants of health, such as poverty, air pollution and poor housing.

We need to develop a national wellness system to improve the nation's health and wellness and reduce demand on services, with Welsh Government and other public bodies shifting resources to supporting prevention within the context of the wider determinants of health.

A More Equal Wales



Patterns of poverty have not changed significantly over generations, and poverty, therefore, remains a key challenge for current and future generations.

Groups with protected characteristics are still disadvantaged in many areas of life including work, participation, education and health. Key challenges include more diversity in our decision-makers and our broader workforce, and ensuring that organisations in Wales are taking preventative, integrated approaches to end poverty and reduce inequalities.

Public bodies need to apply an equality lens to their well-being objectives and to align them with their equality objectives. Public bodies need to analyse future trends better and take preventative action to avoid increases in inequalities.

Welsh Government should consider how it can respond to future trends (such as increasing automation, our ageing population and climate change) in ways that reduce inequalities rather than perpetuating them.



A Wales of Cohesive Communities



Public bodies and Public Services Boards have set more well-being objectives on the theme of ‘community’ than any other topic. It is reassuring to see this focus from public bodies on the communities they serve.

While many good initiatives are focusing on community well-being, we now need to build on this and deliver a coherent approach to planning, resourcing and delivery of services and infrastructure within communities, with public bodies and Public Services Boards working together and acting in a more preventative and long-term way. Embedding a culture of meaningful involvement will also be crucial to enable communities to inform and shape local decisions in their areas.

Welsh Government should adopt a placemaking approach for community programmes, facilities and services aligned to the placemaking principles set out in Planning Policy Wales.

The COVID-19 crisis has shown what can be achieved when public bodies work closely with community-help initiatives in their areas, particularly concerning vulnerable and isolated people, and this should continue beyond the pandemic to help connect Wales’ communities. This crisis has seen an overwhelming appreciation for the caring services and those who are continuing to put the needs of others over their own.

COVID-19 has created an emotional reaction in people and communities around caring for others. The question will be how to nurture and continue that community spirit going forward.

A Wales of Vibrant Culture and Thriving Welsh Language



While Wales is ahead of other countries in acknowledging the value and role that culture has to play, we still have a long way to go before our reality matches our ambitions. Not enough public bodies have set objectives and steps in relation to this goal, and those who do are failing to integrate culture and language with their other objectives.

The importance of culture for the improvement of health and well-being is being increasingly acknowledged by public bodies, and there are some innovative programmes being delivered. These should be identified, shared and scaled up.

Welsh Government should ensure that its agencies including Cadw, Visit Wales, Creative Wales and national bodies like the Arts Council of Wales, Amgueddfa Cymru, Sport Wales and the National Library are working together to make the connections between how culture and language can address the climate and nature emergencies, for example. The sector should be supported in this work by all government departments and the wider public service.

And while the target of a million Welsh speakers by 2050 is an ambitious policy, there are concerns that it is falling short in terms of implementation and more needs doing to join the dots with other well-being goals. Public body objectives, steps and actions do not always meet the level of ambition needed to achieve this target.



A Globally Responsible Wales



Wales is unique in the world in demonstrating a comprehensive commitment to the United Nations Sustainable Development Goals, and our contribution to these has been recognised.

Objectives and steps relating to being globally responsible are varied, and public bodies are not demonstrating clear and credible accounts of their positive contributions to the world. However, I recognise it is complex and challenging to identify the ripple effect that policies and actions here in Wales can have around the world.

Of the Simple Changes I published that public bodies can take to progress towards being globally responsible, responses from public bodies revealed it was one of the lowest adopted of all the well-being goals, and the lowest adopted amongst local authorities.

It is also evident value for money (lowest price) is still seen as the key driver of procurement rather than wider value and outcomes, and not enough public bodies are showing signs of commitment to fair and ethical investment and divestment. We will also need to continue to be committed in our efforts to ensure Wales is safe, fair and welcoming to all.

We should all be thinking and acting in a way that is globally responsible. The starting point is having a clear understanding of the definition of the well-being goal, so that any action to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Chapter 4 sets out ten steps intended to help public bodies and Public Services Boards set good well-being objectives. This includes links to our key resources.

The infographic consists of ten cards, each representing a well-being goal. Each card includes a title, a brief description, and a list of actions:

- A Journey to A Prosperous Wales:**
 1. Fair and local procurement: Long procurement to promote local products.
 2. Decent work: Bring practices which allow people to take advantage of the skills generated through working decent work.
 3. Local enterprise: Supporting inclusive local economies and the foundation economy.
 4. Community energy and a low carbon society: Encouraging organisations and individuals to reduce emissions and use renewable energy.
 5. Skills for the future: Encouraging organisations to develop a skilled population fit for future technological change.
- A Journey to A Resilient Wales:**
 1. Resilience and Soft Skills: Support and improve the local environment through appropriate local initiatives.
 2. Natural Green Space: Support social resilience and community well-being.
 3. Knowledge of Nature: Increase awareness of the importance of a biodiverse natural environment with healthy functioning ecosystems.
 4. Water and Air Quality: Support ecological resilience, raising the resilience of our water and air quality.
 5. Using Natural Resources: Be adaptive to a changing environment where there is a need to use resources responsibly.
- A Journey to A Healthier Wales:**
 1. A compassionate nation: Support people to act with compassion, to increase understanding of mental well-being.
 2. Fair working and designing in community health and well-being: Create jobs to support the health and well-being of mental and physical.
 3. Prevention, preventative organisations and services: Ensure services support people to understand behaviours and choices that benefit future health.
- A Journey to A More Equal Wales:**
 1. Fair work: Creating equal access to decent jobs, meaningful work and skills.
 2. Educational opportunities: Creating people to develop the skills and knowledge to be skilled.
 3. Participation: Giving people equal opportunities to participate, include, decide, to make real outcomes.
 4. Equality of health outcomes: Understanding the causes and symptoms of health inequalities, including Addressing Childhood Experiences and Violence against Women, Domestic Abuse and Sexual Harassment.
- A Journey to A Wales of Cohesive Communities:**
 1. People active in their communities: Creating the conditions where people can participate in the things that matter to them.
 2. Connected communities: Supporting communities to be well connected and safe.
 3. Access to key well-being services: Supporting vibrant local economies.
 4. Community anchor organisations: Taking the role and capacity that community anchor organisations can play in building cohesive communities.
- A Journey to A Wales of Vibrant Culture and Thriving Welsh Language:**
 1. Developing skills, including opportunities and increasing the Welsh language skills of the workforce.
 2. Supporting people to engage with culture in their daily working and recreational lives, and bringing out the best in our cultural professionals.
 3. Using cultural and linguistic interventions to address wider societal issues.
 4. Using culture and the Welsh language as a driver for economic and environmental change.
 5. Enabling our citizens to access and engage with their own and other cultures.
- A Journey to A Globally Responsible Wales:**
 1. Ensuring that our supply chains are fair, ethical and sustainable.
 2. Supporting sustainable behaviour and making the connections.
 3. Playing our part to ensure that Wales is welcoming, safe and fit for all.
 4. Ensuring that we understand the importance of using resources efficiently and contribute to global well-being.
 5. Making the right financial decisions now, to enable future generations to thrive.
- A Journey to Involvement:**
 1. Enabling and embedding a culture of meaningful citizen participation in decision-making.
 2. Working with people and stakeholders to understand their needs, aspirations and views.
 3. Ensuring people's needs, aspirations and ideas are taken into account and reflected in decision-making.





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