

## Cardiff PSB's draft well-being objectives and steps (2023-28)

Advice of the Office of the Future Generations Commissioner for Wales

21<sup>st</sup> September 2022

Thank you for sharing your draft objectives and steps with us on 21<sup>st</sup> July 2022.

Through the statutory 14 week consultation period with our office, we've discussed the ways of working at length and welcome your reflection on them. We agreed on the importance of the PSB being confident the ways of working are being applied and discussed how you might ensure the PSB's delivery groups are thinking, acting and applying the ways of working at the granular level.

With this in mind we've set out our draft advice to you in relation to the 5 ways of working.

### **Collaboration**

From our discussions, it's great to hear how collaboration is helping to drive some of your approach in Cardiff, particularly with the Vale of Glamorgan PSB, the Regional Partnership Board (RPB) and your PSB member organisations. It's clear how important collaboration is for your PSB to help you achieve the 'collaborative advantage' and drive change in your area.

Many of the priorities you have shared with us are ambitious and broad in scope. For example, *'Work to ensure that every child and young person has their voice, needs and priorities heard and taken into account when planning and delivering joint services...'*

Steps like these will require a strong partnership approach that goes beyond the PSB partners. Building on your collaborative approach to date, we encourage you to consider who else you might need to be collaborating with to better understand and tackle the challenges in your area, such as representatives from the voluntary sector, academia etc.

It will also be worthwhile identifying any collaborative options that would help cut across organisational boundaries (and potentially sectors) and drive change. For example, co-locating staff, breaking down traditional structures, arranging job-swaps and secondments and pooling resources. We also encourage you to think about the PSB's role in facilitating the broad, larger scale conversations that might be needed for some of your objectives. This is to help ensure the work isn't being delivered in silos and that it is seeking to bring people together to ensure join-up.

### **Integration**

We've discussed the number of priorities you have identified. As set out, our initial view was that the list you shared with us (57 priorities) was a lot, particularly as many other PSBs are focussing on fewer steps. Through our discussions, you outlined your reflection and reasoning on the priorities you've identified, and your confidence in them being the right areas of focus for your area.

While there is a good balance between proposed actions that are broad, specific or somewhere in-between, some of the proposed steps currently read more like objectives and it remains unclear what the specific 'action' is or might be. For example, *'Improve end of life care for all ages'* and *'Aim to double the number of Welsh speakers in Cardiff by 2050'*.

However, we appreciate you will be working on this detail and it's positive to see some of the steps in your draft plan and the potential impact they could have. For example, the step to help tackle health inequalities in the wake of the pandemic and current cost-of-living-crisis, which includes *'Improve childhood vaccination/ immunisation uptake in Cardiff and the Vale, particularly in the most*

*deprived communities/ socio-economic groups, through delivering a data-led, targeted approach' and 'Improve uptake of bowel screening'.*

The Act states that well-being objectives should be integrated, i.e. you should consider how an objective impacts or could impact on each of the well-being goals. Given the breadth of action you have outlined, it would be helpful to understand how you're considering this and the interconnections between your objectives and steps? This can help inform your decisions about what the most effective steps might be and who might need to be involved.

For example, are there opportunities for integration between the various actions set out under your objectives on 'Children and Young People', 'Older People' and 'Vulnerable Adults' and 'Health and well-being' that could potentially interconnect and support each other? Are there opportunities for integration on your step to tackle loneliness and the action you're proposing elsewhere on preventative approaches, increasing levels of citizen engagement, children and young people, older people, physical activity and increasing the number of Welsh speakers?

Exploring how the four dimensions of well-being can be incorporated into or used to support your priorities is helpful to understand how, for example, the role of culture or the natural environment can be utilised to help address loneliness and isolation in your area.

From the information shared, it would also be helpful to understand which proposed steps are new commitments collectively developed through the PSB, and which steps might be existing activities member organisations might be leading on anyway, irrespective of the PSB? This isn't entirely clear from the information shared. It will also be important to identify the activity ongoing across the partner organisations to understand the contribution they may already be making to your proposed objectives and steps, and how it might need to adapt to help your PSB drive change in its area.

Our ['Future Generations Framework'](#) is a helpful resource for further consideration of how you can ensure the action you're proposing is integrated.

### **Thinking, planning and acting for the long-term**

In our initial meeting, you discussed the challenge of planning and acting for the long-term when there are such significant challenges on public services in the here and now.

While understandable, we stress the importance of PSBs exploring and developing longer-term solutions that help address underlying causes and mitigate impacts in your communities. As the statutory guidance for PSBs (SPSF3) states *'The right balance should be struck between delivering for the short term and doing so in the context of priorities for the long term.'*

We're encouraging all PSBs to have a clear, long-term vision you're collectively trying to shape and work towards. This can help you better frame your objectives and steps and provide a line of sight to your priorities. This should include consideration of the work of other organisations in your area (and PSB) who are seeking to better understand the longer-term picture. For example, [NRW's Nature and Us programme](#) on the future of the Welsh national environment (2050).

From our work with PSBs across Wales, we've recognised those embedding a co-productive way of working with communities are also having good quality conversations about the longer-term. To give one example, Cwm Taf Morgannwg PSB ran a futures exercise with young people in helping develop their well-being assessment. While it represented a relatively small step for the PSB overall, participants were taken on a journey through various tools starting with *"dreaming big"* and

developing positive “*seeds of change*” to “*spark positive and energetic conversations about a positive future*” from which to build.

As you finalised your own well-being assessment in May 2022, you shared the ‘*Cardiff Tomorrow: a report on the impact of projected trends within Cardiff*’ report with us. It would be helpful to understand how this has been considered in relation to your draft well-being plan? For example, it highlights the significant changes to population projections for Cardiff where instead of a projected population of 444,668 in 2039 (2014 figures), the population of Cardiff is now predicted to be approximately 386,225 in 2039. While projections are uncertain, this represents a significant difference with potential implications for the planning and action you’re proposing to take.

While it’s great to see some of the steps and action being proposed within your draft plan, the wording of some steps does appear to be focussed primarily in the here and now. For example, it’s reassuring to see the proposed step to ‘*Continue to lead a partnership response to Covid-19*’ but are there opportunities to consider what the medium to long-term ambition might be? And, could the proposed step be more future focussed in relation to recovery and preparedness for any potential future threats, based on what partners have learnt since 2020?

Setting different timeframes within the plan can be a helpful way to be clearer on the actions and outcomes you’re seeking to achieve in the short, medium and longer-term. For example, you may focus on particular steps for a limited period, which can be expanded if an evaluation deems progress is being made. Likewise, if progress is not being made, you can explore the reasons for this and any barriers or tensions that may exist, and any action you can take to remove them. Through our conversations with other PSBs, we’re seeing some adopt this approach.

If you are finding ‘long-term’ to be a challenging area, we would encourage you to reflect on this within your final plan and/or with our office directly. This would be helpful for our office, Welsh Government, Public Health Wales, NRW and others as we continue to work together to help identify ways we can support PSBs (and public bodies) with futures and foresight over the next 5 years.

### **Prevention**

It’s noticeable how much the term ‘prevention’ has been used and referred to in our recent conversations with PSBs and it’s reassuring to see there’s a strong focus on it within your priorities.

We want to see PSBs exploring how they break cycles and dig deeper into data to better understand the causes and effects of key issues and trends to inform the action they’re proposing to take. Being clear on the root causes of issues, as opposed to the symptoms, will help you identify what the most effective preventative measures might be and when and where to intervene.

We appreciate you might not know the full picture yet, but your recently published well-being assessment should be helping your PSB understand what it is you are trying to prevent. If not, we recommend you identify what other information or data you might need to help achieve this. For reference, we have included a useful definition of the different types of prevention below:

- Primary prevention (PP): Building resilience – creating the conditions in which problems do not arise in the future. A universal approach.
- Secondary prevention (SP): Targeting action towards areas where there is a high risk of a problem occurring. A targeted approach, which cements the principles of progressive universalism.
- Tertiary prevention (TP): Intervening once there is a problem, to stop it getting worse and prevent it reoccurring in the future. An intervention approach.

- **Acute spending (AS):** Spending, which acts to manage the impact of a strongly negative situation but does little or nothing to prevent problems occurring in the future. A remedial approach.

### **Involvement**

In our feedback to your draft well-being assessment (February 2022), we highlighted that it relied heavily on quantitative data but less evident was the inclusion of qualitative information (such as the views and experiences of residents). It's therefore particularly positive to see the proposed step to *'Increase levels of citizen engagement in decision making, particularly from civically disengaged groups and young people, exploring a joint approach to citizen engagement and consultation'*.

To help your PSB facilitate conversations about well-being, we remind you that a move towards a more co-productive way of working is considered good practice and the [Co-production Network for Wales](#) can help you develop your practice and understanding in this area.

Involvement and co-production practice are ways of working which require specific skills and an investment of time and resource for staff to develop these skills is essential. Accessing the necessary training and support collaboratively is beneficial both in terms of commitment and cost. If not already, we encourage your PSB to invest in joining regional and national forums to share practice, work through challenges in partnership with other PSBs and to learn from one another.

At a decision-making level, your PSB is encouraged to identify where there might be meaningful opportunities to change ways of working in how they continuously involve the people of Cardiff, and the potential benefits of doing so.

Through conversations, many PSBs have voiced concerns that the timescales for the well-being planning process are tight. However, strong involvement and co-production go a long way to help mitigate the pressures experienced in a year in which a statutory well-being planning product is due. And ongoing conversations with your communities is critical, which means involving people throughout the next five years of well-being plan delivery, not just during its development.

Good involvement practice means going back to the same individuals, groups and communities and communicating how their contribution has made a difference, along with next steps and future involvement opportunities. Ultimately, PSBs are encouraged to look at solutions to the challenge of capturing a 'live' picture of local and regional well-being, i.e. the exploration and development of mechanisms to ensure that every time a community conversation is had, there is a way in which the outputs can be used to inform well-being planning and PSB delivery.

The [National Principles for Public Engagement in Wales](#) are a set of ten principles for engaging with the public and service users. The principles aim to guide the way engagement is carried out to make sure it is good quality, open and consistent. All PSBs are encouraged to adopt these principles.

### **Other comments**

- **Addressing the climate and nature emergency**  
On 22<sup>nd</sup> August 2022, we shared NRW's short paper on the potential action and steps PSBs can take to help address the climate and nature emergency. This helpful paper was prepared for our office to share with PSBs, and your local NRW representatives are aware of the work and the actions it sets out.
- **Future Generations Report (2020) recommendations**

The statutory guidance for PSBs states *'in setting its local objectives a board must also take into account the latest Future Generations Report.'* As we have discussed, alongside our final response is an annexe that includes recommendations from the Future Generations Report 2020. You should ensure you are taking these into consideration in respect of your proposed steps.

- **Biodiversity**

While the green infrastructure step includes wording seeking to improve biodiversity, nature doesn't feature particularly strongly in objective G or across any of the other objectives. We encourage you to consider this further and refer you to the recommendations (policy and process) set out in the 'A Resilient Wales' chapter of the Future Generations Report 2020.

- **Regional growth deals, Corporate Joint Committees, and other networks**

In our meeting on 8<sup>th</sup> August, we noted your comment that the retrofitting of housing will be in the Cardiff Capital Region space. While there can be a tendency to compartmentalise some issues and/or defer to other networks such as the regional growth deals, it's important for the PSB to recognise they can be a key influencer and informer on some areas of work, given their consideration and focus across the four dimensions of well-being.

In the paper prepared by NRW (see above), they are advocating PSBs make clearer connections to their respective growth and [regional economic](#) frameworks across a range of areas such as energy, the economy and skills, and seek to influence these partnerships to take a more 'inclusive' approach to measuring economic success to help reduce the growing socio-economic pressures on biodiversity.

- **Town and Community Councils**

While this hasn't come up in conversation, we remind you that the statutory guidance (SPSF3) sets out that PSBs must ensure Town and Community Councils (which meet the criteria set out in the Act) are fully engaged in the process of identifying local objectives, given they will be required to take all reasonable steps towards meeting those local objectives. Town and Community Councils can also be a useful mechanism for local involvement and collaborative action.

- **Progress since 2017**

It would be helpful to understand if the PSB has a sense of how the collective planning and action you're taking now is different to your first well-being plan (2017). We're encouraging PSBs to include a short reflection on this within their well-being plans.

- **Language and terminology**

For your public consultation, it may be worth considering how accessible the wording and terminology is for some of the proposed steps.

## Summary of activity between Cardiff PSB and the Office of the Future Generations Commissioner during the 14 week consultation period

Below is a record of correspondence during the statutory consultation period:

Date	Activity	Comments
17 <sup>th</sup> June 2022	Email from Cardiff to meet and discuss Cardiff's plans.	<ul style="list-style-type: none"> <li>• Cardiff's consultation with OFGC triggered from this date.</li> </ul>
20 <sup>th</sup> June 2022	First meeting between Cardiff and OFGC.	<ul style="list-style-type: none"> <li>• Positive first meeting.</li> <li>• Agreed timescales and points of contact.</li> <li>• Update from Cardiff on early thoughts and thinking on objectives and steps.</li> <li>• Some expectations from OFGC shared.</li> <li>• Cardiff agreed to share relevant papers and information.</li> <li>• Ongoing dialogue welcomed and agreed to meet again.</li> </ul>
21 <sup>st</sup> July 2022	Email from Cardiff with update of partnership working, mapping and workshop details.	<ul style="list-style-type: none"> <li>• Information highlighted scale and complexity of current partnership landscape.</li> <li>• Priorities and objectives being worked on and will be shared with us when developed.</li> <li>• Welcomed opportunity to meet in person soon.</li> </ul>
8 <sup>th</sup> August 2022	Second meeting between Cardiff and OFGC	<ul style="list-style-type: none"> <li>• Cardiff provided update on progress.</li> <li>• Discussed prioritisation (of objectives/steps) and focus of discussion was on the 'how', i.e. the ways of working.</li> <li>• Agreed to meet in Sept, before OFGC provide final response.</li> </ul>
8 <sup>th</sup> August 2022	Email from OFGC	<ul style="list-style-type: none"> <li>• Confirming date OFGC would share initial feedback, date for third meeting (15<sup>th</sup> September) and final response date (23<sup>rd</sup> September).</li> </ul>
22 <sup>nd</sup> August 2022	Email from OFGC	<ul style="list-style-type: none"> <li>• Shared NRW's paper on the proposed action PSBs can take to help address the climate and nature emergency.</li> </ul>
1 <sup>st</sup> September 2022	Email from OFGC	<ul style="list-style-type: none"> <li>• Draft advice from OFGC shared with Cardiff.</li> </ul>
15 <sup>th</sup> September 2022	Third meeting between Cardiff and OFGC	<ul style="list-style-type: none"> <li>• Cardiff provide update.</li> <li>• Talked through OFGC draft advice.</li> </ul>
21 <sup>st</sup> September 2022	Email from OFGC	<ul style="list-style-type: none"> <li>• Formal advice from OFGC issued.</li> </ul>

## Summary of Future Generations Report Recommendations

The statutory guidance for PSBs (SPSF3) states *'In setting its local objectives a board must also take into account the latest Future Generations Report as prepared by the Commissioner which will provide an assessment of the improvements public bodies should make in order to set and meet well-being objectives in accordance with the sustainable development principle.'*

With this in mind, below is a list of recommendations taken from the Future Generations Report 2020 aimed at public bodies and PSBs, against each of the well-being goals and topics explored in the report.

This is a lengthy list to consider, but it's shared with the intent on being a helpful resource and source of reference/reassurance for public bodies and PSBs as you develop your well-being objectives and steps.

### Chapter 2: Leadership and implementation of the Act (public bodies and PSBs)

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

- Provide evidence in their well-being statements/plans/corporate plans and annual reports on how applying the Act to the corporate areas of change is informing the steps they are taking to maximise their contribution to the goals.
- Ensure they move beyond paper-based exercises, increase staff understanding and provide constructive challenge to show how the Five Ways of Working have been applied, specifically how contribution goals and objectives can be maximised.
- Build challenge from other departments, experts and stakeholders into their internal decision-making processes.
- Develop their corporate centre and processes in line with the requirements of the Act, but also encourage innovation and culture change. All public bodies should be using and demonstrating use of resources like the Future Generations Frameworks, designed to help public bodies consider their proposal or decisions in the context of the Act.
- Adopt the definition of stages of prevention and preventive spend and allocate spending accordingly within financial planning and risk management.

In supporting cultural change, all public bodies and boards should:

- Starting with Welsh Government, adopt a model of well-being budgets. While our legislation requires us to look at the whole budget, a positive place to start this transition would be with 'new money'.
- Galvanize efforts and building a movement of change placing well-being and kindness at the centre of public policy.
- Involve their workforce in meeting their well-being objectives; start with their own actions, their teams, departments and whole organisations; to meet the national wellbeing goals.
- Put in place arrangements to ensure staff understand how and why the Act should be applied.
- Support opportunities to collaborate, second staff to other organisations and make joint appointments.
- Take action to diversify their workforce and put in place arrangements to draw on their lived experiences. (For more detail please see Chapter 2 recommendations to Welsh Government on the 'Real Life Fast Track').
- Ensure scrutiny committees, boards, and Audit and Risk Committees have received training on the Act and are using the Future Generations Framework for Scrutiny (See resources.)
- Ensure that they have mechanisms in place to involve children and young people in their decision making processes.
- In the same way that public bodies seek to appoint people with expertise on finance, risk, governance and human resources; an appropriate number (at least one for every board) of public appointments should be made where specific expertise and detailed understanding of the needs of future generations is a specific requirement.
- Be brave in calling out behaviour in partnership environment which does not embody the Five Ways of Working; and should be supported by Welsh Government, the Future Generations Commissioner for Wales and other appropriate agencies to address this.

## Chapter 2: Procurement

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:



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

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

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

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

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

In measuring their progress, all public bodies and boards covered by the Wellbeing of Future Generations Act (including Welsh Government) should:

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

### Chapter 3: Wales' Well-being goals

#### **A Prosperous Wales**

In setting well-being objectives specifically in relation to this goal public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

- Implement fair work practices through employment and services.
- Enable a low carbon society through reducing emissions and supporting community energy.

- Work with others to support the development of skills for the future.
- Procure goods and services in ways that support long-term economic, social, environmental and cultural well-being.
- Support the foundational economy through generating wealth and providing employment.
- Use resources efficiently, recognising the limits of the global environment.

In your day to day actions public bodies and PSBs should:

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

### **A Resilient Wales**

In setting well-being objectives specifically in relation to this goal public bodies and PSBs should:

- Clearly demonstrate the connections between their well-being objectives and steps on the environment, and other areas such as adverse childhood experiences, health and community cohesion.
- Clearly set out how they understand the definition of the goal 'A Resilient Wales'.
- Align their actions and reporting on this goal with their commitment under section 6 duty of the Environment (Wales) Act (2016).

In setting steps, public bodies and PSBs should focus in these areas:

- Declare a nature and climate emergency and rapidly accelerate the scale and pace of change to help tackle these challenges.

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

In your day to day actions public bodies and PSBs should:

- Deliver year on year increases in biodiverse green and blue infrastructure and tree canopy cover in their areas and land.
- Use their land holdings to maximise its biodiversity value, for example, implementing ambitious biodiversity and green infrastructure action plans and becoming pesticide free.
- Use sound evidence, such as Natural Resources Wales' Area Profiles, i-tree assessments and natural capital accounting, to inform their decision making and development of plans and policies, demonstrating how they are investing in nature in their area.
- Demonstrate how planning and infrastructure decisions jointly benefit people and nature.
- Demonstrate how they are understanding and implementing Wales' Marine Plan and the marine Area Statement (this is only applicable to public bodies with marine management responsibilities).
- Empower communities to manage land (including publicly owned) for projects that use nature based solutions to restore local biodiversity and the resilience of ecosystems.
- Identify ways, including the use of technology, they can help connect people of all ages, abilities and backgrounds with nature.
- Demonstrate how they are understanding and implementing Wales' Climate Adaptation Plan in their areas.

### **A Healthier Wales**

In setting well-being objectives specifically in relation to this goal public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

- Use the definition of prevention to better understand the opportunities for a different

balance of investment.

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

### **A more equal Wales**

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

- Tackle poverty and socio-economic disadvantages.
- Ensure equal access to decent jobs - recognising everyone's value.
- Give people equal opportunities to participate in decision-making to enable equal outcomes.
- Enable people to develop the skills and knowledge to be fulfilled
- Understand the causes and effects of health inequalities.

In your day to day actions public bodies and PSBs should:

- Focus on prevention of inequalities, including through education and harnessing the skills and resilience of people who have lived experience of relevant issues.
- Adopt proactive measures in setting well-being objectives and steps which include setting challenging targets for recruitment, retention and progression of women, black, Asian and minority ethnic groups and disabled people; ensuring that they are visible and represented at all levels in their organisation.
- Adopt the actions of the Diversity and inclusion strategy for public appointments, aimed at providing equal opportunity for all, such as providing mandatory equality training and unconscious bias training.
- Actively encouraging leaders and senior managers to have an equity mindset which permeates through their teams.
- Align the setting, delivering and reporting of their well-being objectives on equality, with their strategic equality objectives.

### **A Wales of Cohesive Communities**

In setting well-being objectives, public bodies and PSBs should:

- Clearly demonstrate the connections between their well-being objectives and steps on community cohesion, and other areas such as tackling inequality and poverty, the natural environment, fair work, skills, health and well-being.
- Clearly set out how you understand the definition of the goal: 'A Wales of Cohesive Communities'.

- Align their action and reporting on this goal with your commitment under the socioeconomic duty, to ensure their well-being objectives are addressing socio-economic disadvantages.

In setting steps, public bodies and PSBs should focus in these areas:

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

With regard to potential actions, public bodies and PSBs should:

- Embed a culture of meaningful citizen and stakeholder involvement; as well as making more explicit links with the voluntary sector and town and community councils - both as a voice and delivery partner.
- Apply the steps and actions set out in our 'Journey to Involvement'.
- Build on your focus on communities, demonstrate collaboration, innovation, transparency and local ownership, particularly in light of the Local Government and Elections (Wales) Bill, intended to reform and strengthen local government.
- Support and work with community leaders, activists, entrepreneurs and volunteers in the delivery of well-being objectives.
- Recognise that community stewardship of land offers a significant opportunity to deliver on the promise of green growth – to enhance social, environmental, and economic well-being.
- Build on work to help tackle loneliness and isolation and mainstream approaches like these within service delivery. This requires taking a longer-term, preventative approach.
- Use the relationships you have developed to work better together to plan, prepare and shift activity and resources towards prevention; to help tackle crime and anti-social behaviour.
- Continue to build on the work you're doing and ensure you involve a wide range of people, organisations and service users in their communities to help inform and shape your services.
- Connect the Community Hubs programme to the delivery of plans and well-being objectives in your areas.
- Work with key partners to prioritise placemaking and designing-in community health and well-being - enabling places to support the health and well-being of people and communities.
- Set standards to ensure people can access green space within 300 metres of their home.
- Support the long-term development of the Community Facilities Programme in a way which supports your own local well-being objectives and national well-being goals.

### **A Wales of Vibrant Culture and Thriving Welsh Language**

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

With regard to potential actions, public bodies and PSBs should:

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

### **A Globally Responsible Wales**

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

- Explore ways their staff can develop the knowledge and skills to understand complex global issues; and identify the impact of individual and collective actions, policies and plans. This

will help ensure decisions taken have a positive impact on the world beyond Wales, or as a minimum, avoid harm.

- Be more explicit in demonstrating how initiatives, programmes and decision making are making a positive contribution to global well-being.
- Take more of a concerted effort to successfully integrate refugees and asylum seekers in Wales.
- Take steps to ensure they are tackling modern slavery as part of their corporate safeguarding policies; and sign up to deliver Welsh Government's 'Code of Practice: Ethical Employment in Supply Chains'. This includes commitments to treat people fairly when procuring goods and services as well as guidance and training to help achieve them.
- Explore and demonstrating how they are seeking to move to a system where products can be used again to create further value (the principles of the circular economy); and how this, for example, relates to the development of skills, innovation, local materials and saving money.

## Chapter 5: topics

### Planning and placemaking

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

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

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

### Transport

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

- Move away from traditional transport planning (such as road infrastructure) and onto a combination of alternative solutions that support the reduction of carbon emissions.
- Commit as a public body and/or Public Services Boards to implement a Healthy Travel Charter in their area to encourage staff to use sustainable transport modes when travelling to work and within work. They should also encourage other local public bodies (not in the Public Services Board) and private businesses to sign too.
- Focus more on cultural and behavioural change by continuously promoting sustainable modes of transport and adopting strategies to discourage and restrict car use.
- Involve people to understand the reasons why they need to be connected to certain amenities and what would incentivise walking, cycling and using public transport.
- Seek to drive a modal shift and low carbon transport emissions in their own organisations as well as seeking to change public behaviour



In your day to day actions public bodies and PSBs should:

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

## Housing

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

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

## Decarbonisation

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

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

## Skills

In setting well-being objectives, public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

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

## ACEs

In setting well-being objectives specifically in relation to this goal public bodies and PSBs should:

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

In setting steps, public bodies and PSBs should focus in these areas:

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

In your day to day actions public bodies and PSBs should:

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