

Delivering for future generations: the story so far

Findings of the stakeholder event

Event held on 12 October 2020

This report sets out the anonymised findings of the virtual stakeholder event we held on 12 October 2020 to launch our inquiry into the implementation of the Well-being of Future Generations (Wales) Act 2015 (“the Act”).

The purpose of the stakeholder event was to get an initial steer from public bodies, Public Services Boards and key stakeholders about the barriers to implementing the Act.

We were joined by representatives from around 40 different organisations from a range of different public, private and third sectors. We used polls, small-group discussion and the virtual chat screen to gather evidence.

The data in this report includes quantitative data from polls taken during the event, notes of discussion taken by Committee staff, and direct quotations from attendees’ written submissions. The data has been collated into themes, but it has not been summarised or condensed. This may lead to some repetition where similar points were made by members of different discussion groups.

For more information about this paper, our inquiry or the work of the Public Accounts Committee please email SeneddPAC@Senedd.Wales.



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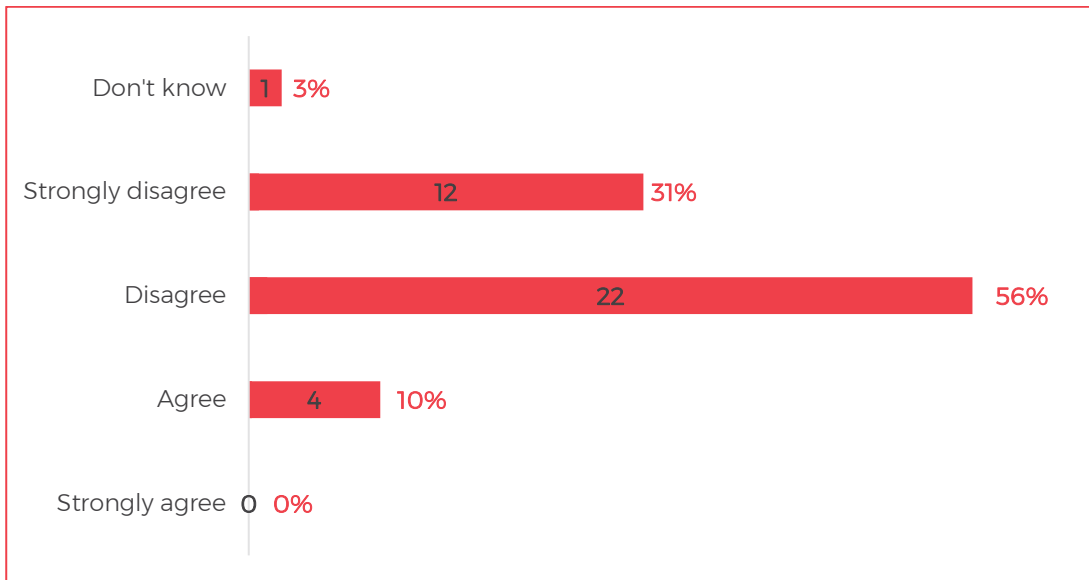
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1. Awareness and understanding of the Act and its implications

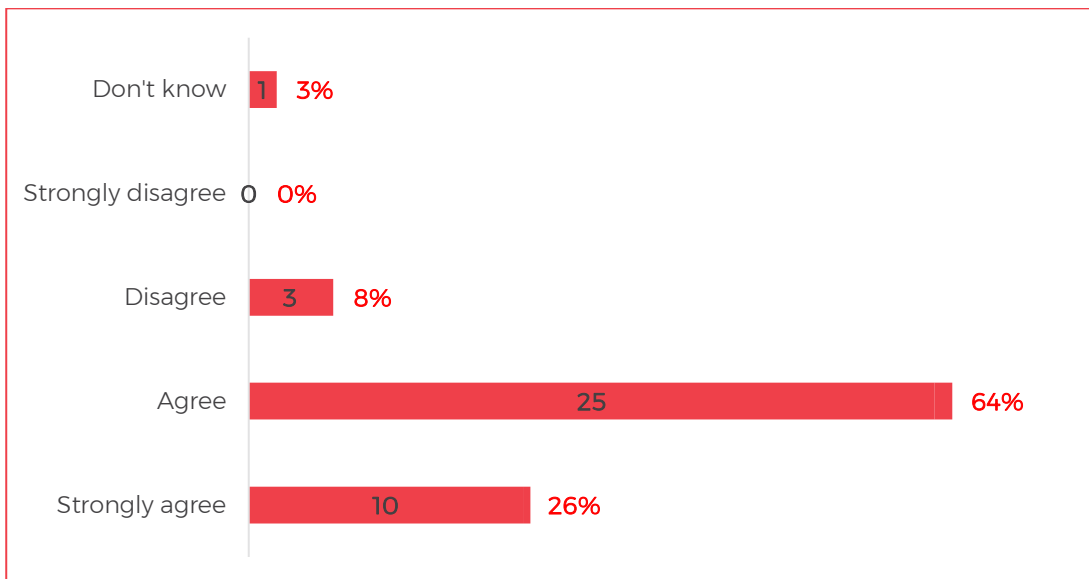
We asked the attendees whether a lack of awareness and understanding of the Act and what it means for public services in Wales is a barrier to implementation.

Polls

We put the following to the attendees: “The general public is aware of this Act and what it means for them. How far do you agree/disagree?”. 39 responded as follows.



We also asked the attendees whether they agreed or disagreed with the following statement: “Public bodies are aware of this Act and its implications”. 39 responded as follows.



What we heard in group discussion

Awareness

- Public awareness of the Act is low and more work needs to be done to translate what the act means for the people of Wales in their day to day lives (e.g. the connection between the Act and the decisions surrounding the M4 relief road).
- Public awareness and knowledge is critical moving forward if the public are to be empowered in holding public bodies to account.
- Some aspects of the general public are aware of the Act but not what it is intended to do and what can be achieved in the long term
- Risk of public apathy – need to demonstrate that things can, and will, change.
- Need to break down the barriers to communication – the requirements of the Act are incomprehensible to the average person.
- On the whole the public don't know much about the Act, but do they need to know about it? They need to be more involved with projects that derive from it.
- There seems to be slightly more public awareness of this Act in comparison to others.
- People think it's just an environmental Act and don't understand the wider impact.
- It doesn't matter if people have heard of or understand a piece of legislation, what matters is the outcomes it results in for people.
- The act can still have an impact even if the general public don't have that much knowledge.
- Messages about the difference the Act can make are not strong enough.
- Whilst not many members of the general public may be aware of the Act, that might not be an issue, as it might be enough just for people to be involved in the projects to receive the benefits, even if they aware.
- Benefit PSBs bring to society need to be explained.

- It's about how to translate it into people's everyday lives
- Needs to be translated in a way that the public can understand: "what does this mean for me?"
- We have the responsibility to take it into our own organisations.

Promotion of the Act

- The Act has been very well communicated. As a small charity it has been well communicated, even though we are not directly responsible for implementing it.
- There has been too little promotion of the Act and engagement with third sector bodies
- People have generally heard of the name of the Act but not what it means.

Implementation

- The Act has a high level of visibility and is well communicated but what comes after this? There needs to be a behavioural change to support implementation of the Act which is more complicated. There needs to be more done to create a sense of shared outcomes. For example, even though shared milestones are part of the Act there are none so there are no connections between homelessness and that this is an issue for the health sector and probation service and others. There is no cross over between all of the issues that contribute to better wellbeing or attention on preventative health care to ensure better wellbeing in the long-term.
- Not just the PSBs but all who work in the public sector and communities subject to the Act are leaders in implanting its aims and together with the WG, have an equal role to play in its implementation.
- Understand it in detail but implementing is a different issue.
- It will take a lot of work to understand its implications on the frontline.
- Challenge for PSBs as they need to prove they are delivering but appreciate it is still early days in the implementation of the Act.
- It is a radical Act, but it has not led to radical action.

- There is a lack of a vision of what it looks like to live in a society where the Act is working properly.
- The act is well communicated to organisations and bodies who have an understanding of the act in a top down approach, but there are still questions on the best way that is translated to the rest of the staff and how it effects their everyday work/life.
- All recognised partnerships should have Act driving decisions and moving policies/initiatives forward
- It's about how well we implement it within our strategy.

Complexity

- The Act is very complex (wellbeing goals, ways of working, areas of change, wellbeing objectives) and this does not aid understanding.
- Whilst the act itself is simple, the language that is being used around the Act is not.
- The top down approach can sometimes cause issues when getting information about the Act out.

Written comments submitted by the attendees

“The Act is a positive force for public health/wider wellbeing and an opportunity to reframe conversations.”

“Need to have realistic expectations of the impact the Act is likely to have, especially in the short term.”

“More public awareness of the Act is needed, including around PSBs. While organisations are aware o the Act, the public are not. PSBs aren't that transparent e.g. decisions/who sits on them etc.”

“There needed to be more engagement with the public from the start, and on an ongoing basis.”

“We need a big push to help greater understanding of the Act across the board.”

“Still work to be done to ensure buy in and awareness across organisations, ensuring everyone knows the Act is relevant to them, not something that other teams do for the organisation.”

“Local champions are needed to help promote the Act and gather good work that is happening at an operational level.”

“Embedding the Act requires cultural change.”

“The Act should be more essential in light of the current crises, and should be the framework by which they are dealt with.”

“There is general support for the Act and we are on the right path.”

“There are risks of not acting radically.”

“Shared experiences and commonality of challenges.”

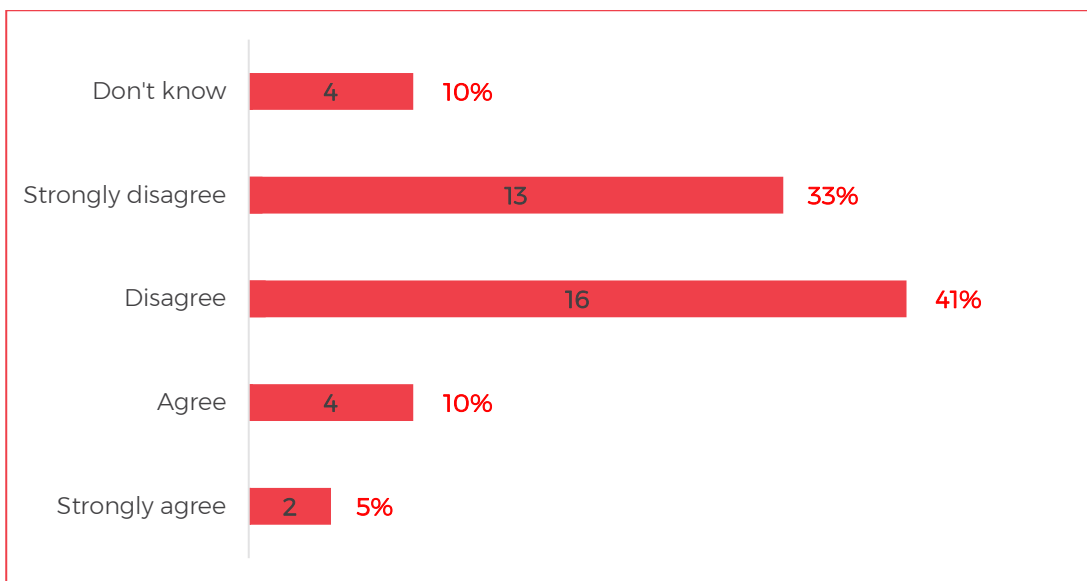
“There is a lack of understanding about how the Act should be implemented and the journey people/organisations had to go on to start to understand it.”

2. Resources available to public bodies to implement the Act and how effectively they were deployed

We asked the attendees about whether the 44 public bodies subject to the Act have the funding, expertise and time they need to implement it. We also asked how effectively public bodies had used the resources available to them.

Poll

We asked attendees whether they agreed or disagreed with the following statement.: “Public bodies have the resources they need to implement the Act”. 39 responded as follows.



What we heard in group discussion

Resource allocation

- Resources can be powerful if directed in the right way.
- The system is the issue rather than the adequacy of the resources.
- More autonomy is needed to enable organisations to use resources more to specific purposes.

- Commissioner is spending resources on a poet in residence and producing an 800 page document, when others are struggling to find the money to provide fundamental public services.
- Grant funding for LAs is too prescriptive/ring fenced – which means they cant use it to achieve what they might want to under the Act.
- Politics drives short funding cycles.
- Resources largely allocated in the same way as has been the case historically rather than holistically.
- People follow resource and funding and so how resources are allocated across bodies is important.
- Processes are overly bureaucratic – the need to produce 22 of everything leads to a drain of resources

PSBs

- PSBs need pooled budgets to make real change but it's difficult to do so – particularly for partners such as NRW who are involved in multiple PSBs.
- Funding for PSB coordinators has been removed.
- There does need to be dedicated support staff for the PSBs but this then leads to views from others that this is a single person's responsibility and work isn't embedded across an organisation.
- Little resource for PSBs.

Pooling

- There is enough resource on the ground it's just not pooled well enough

Materials and documents

- Whilst resources [to support bodies to implement the Act] are very good, it can sometimes be overwhelming how many resources are available and need to be read through.
- Lots of toolkits and support available - almost too much support. In large organisations what you need is the time to knit things together something more long term.

- Mixed feelings on the resources [to support bodies to implement the Act] provided, whilst they are good, it could benefit from being much simpler and shorter.
- Public bodies need to deliver so much across many different sectors. Need somebody to coordinate the approach internally. The resources from the commissioner's office are good, but there are so many it can be overwhelming, need more coordinating time to make things happen.
- Trying to implement all the actions requested has been challenging to some, as there is a feeling that there are high expectations on implementing them all, and that it can be very time consuming.
- Integrating the resources to some process has improved the way they work and has helped promote more effective thinking.

Miscellaneous

- Work under the Act should focus on the desired outcomes, there is a lack of a strategic overview of this.
- What's desired more is time and space available to figure out strategies and how to implement the act.

Written comments submitted by attendees

"The simpler things are more useful than long documents – the list of the ways of working and the National Indicators."

"The Act has provided a useful framework to guide thinking."

"It has provided the means to make teams place based, in line with the legislation."

"The guidance on the Act is good, particularly the summary guidance which is clear and easy to understand, and very simple to communicate."

"The framework helps to position the role that partners can play."

"Statutory guidance was very useful to get all organisations working in the same direction."

"Clear and concise information about the wellbeing goals."

"Provided a common language and narrative."

“It has provided a framework, through the goals and ways of working, to think about issues.”

“Has provided a national approach to setting principles and expectations.”

“It has provided a focus for structuring approaches to things like funding applications and appraisals.”

“Short form guidance has been essential to help bring focus.”

“There is lots of resource ineffectiveness, with all bodies trying to work out on their own how it works in practice.”

“There needs to be more on the ground/practical advice and resources.”

“Need to think about how policies, plans and resources are knitted together. It's not always about a lot of new resources, although those help.”

“Mechanisms for collaboration are needed e.g. pooling budgets locally, as does accountability. Lack of shared accountability frameworks.”

“There is a great challenge around resources. It isn't that we don't have the resources and money to deliver at the PSB level, we don't have the right structures, commitment and accountability to enable partnership working at a local level.”

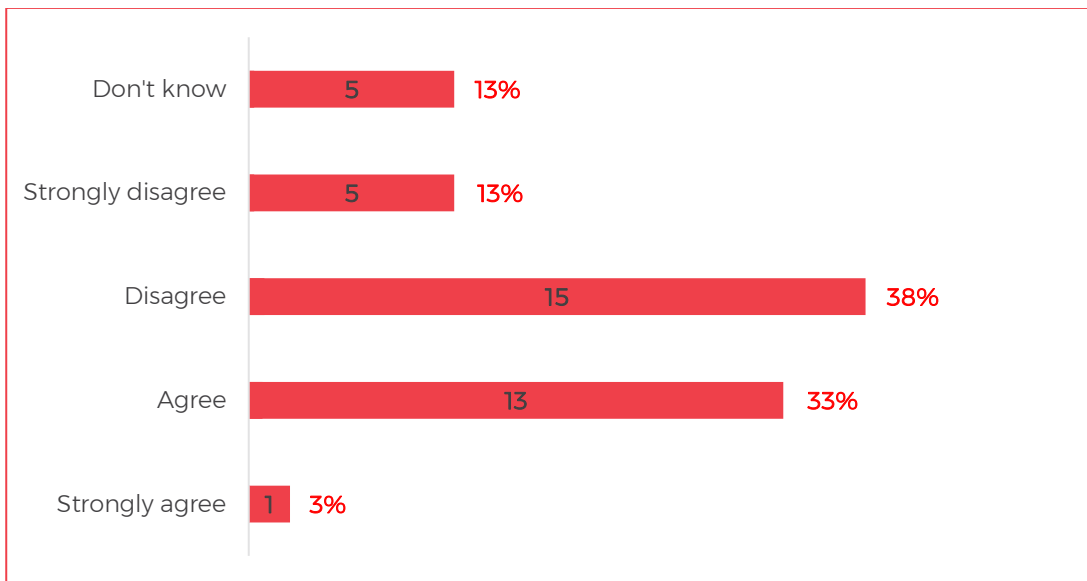
“PSBs, RPBs and APBs are all doing the same work – huge resource implications.”

3. Support provided to public bodies by the Future Generations Commissioner

We asked attendees about the Future Generations Commissioner and her office: how the Commissioner works with public bodies, what support her office provides, whether it focuses on the right areas and whether it has the resources it needs.

Poll

We asked attendees whether they agreed or disagreed with the following statement: “The Commissioner provides the right support and enforcement to help public bodies to implement the Act”. 39 responded as follows.



What we heard in group discussion

Inclusiveness and relationships

- There is some feeling that the Future Generation Commissioner’s Office is not there for all and certainly not the bodies outside of those covered in the Act. These other bodies have a role in delivering the Act and need engaging with too.
- Feel there is ‘them & us’ type of relationship instead of being together on decisions.

- Commissioner's Office could be much closer to PSBs and public sector organisations.
- Could perhaps make more progress if Commissioner's Office worked closer with organisations and enabled people to discuss ideas/seek advice.
- The support available varies.
- Relations with the Commissioner and the officers within her office have been seen as positive, and there has been a lot of physical support e.g. Commissioners staff have spoken at events.
- Feedback from the Commissioner tends to be negative – too much criticism and not enough practical input
- The Commissioner's office has been seen as very approachable and provides a lot of support with things such as toolkits.

Profile

- The public profile of the Commissioner has been positive.
- She has been a brilliant ambassador for the Act.
- Seen as a good force for change, e.g. has been going to NHS when looking at future work and set up a steering group, as she wanted to hear first before taking any actions.

Scrutiny/enforcement versus support

- There is a need for bodies to be scrutinised and held to account but currently feel just being scrutinised and not assisted, in what are still very early days.
- The Commissioner needs more 'teeth' to support implementation of the Act
- Probably needs to be a separation of the support and enforcement roles to ensure delivery is correct and to enable more support to be available, Commissioner's office probably would benefit from being enhanced.
- The Commissioner's role should be supportive rather than enforcing. It is the role of Audit Wales to enforce.

Resources and resourcing

- The FGC and her office offer a lot of support and toolkits, etc., but it is challenging at times for it all to sink in and put the guidance into practice.
- 2 years ago, completed in-depth self-awareness tool on annual report, which was a positive piece of work. Following that, focus has shifted to just reporting. Would liken to see how concerns are addressed. The momentum of undertaking /delivering this work has stopped and a lot of work is required to get it back up and running.
- It doesn't send out the right message when she is spending public money on a 'poet in residence' when LAs are struggling for money.
- The 800 page report is not useful.
- The resources that the Commissioner provides to public bodies are very detailed, but that makes it difficult for organisations to know where to start. They need more support.
- The Commissioner's office is under resourced to be able to provide proper support.

Miscellaneous

- Public sector organisations need to be proactive too as the onus is not just on the Commissioner to support the implementation of the Act. Public bodies need to respond to consultations and ensure their voices are heard.
- Feel too many organisations, duplicating same issues.
- Having to report to so many different commissioners is difficult – there should be one integrating reporting mechanism to all commissioners.

Written comments submitted by attendees

“Guidance from the Commissioner's office has been helpful in implementing the Act.”

“The Commissioner should have enforcement powers.”

“The Commissioner needs to support organisations to implement the Act – not just reports.”

“The Commissioner should have a stronger supportive/facilitating role, rather than enforcing. What is the role of Audit Wales?”

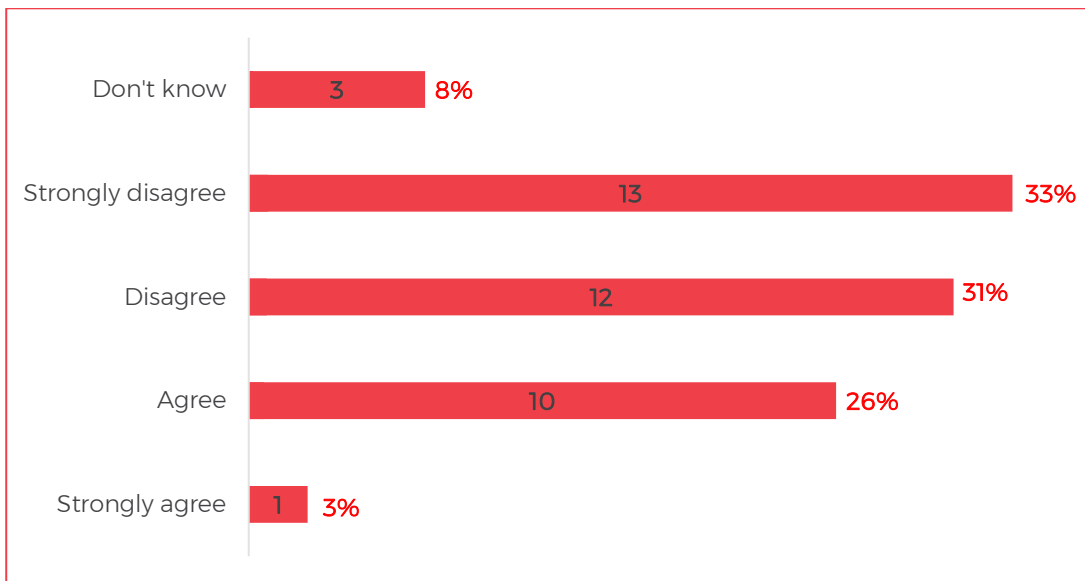
“Need high level, strategic advice.”

4. The leadership role of the Welsh Government

The Welsh Ministers are one of the 44 public bodies subject to the Act. The Welsh Government also has a leadership role to lead by example and ensure that the Act is implemented successfully. We asked attendees whether they thought the Welsh Government was a barrier to implementation and, if so, how.

Poll

We asked attendees whether they agreed or disagreed with the following statement: “Welsh Government provides effective leadership when it comes to implementing the Act”. 39 responded as follows.



What we heard in group discussion

General

- Reminded that following Royal Assent on 2015, the Act had to be implemented and that we are only really 3 years into a 25 year process for the next generation.
- Suggested WG may have already recognised it perhaps needs to be more prescriptive and perhaps look at models adopted elsewhere (Finland and Singapore).

- Felt needs to plan more for the long-term, specifically beyond electoral cycles.
- There needs to be a fundamental shift at Welsh Government level to improve crossover between the public sector – Welsh Government departments do not appear to talk to each so it is difficult to expect the rest of the public sector to. The system of government is contributing to confusion and creating barriers.
- Resources are all invested here and now with no space to consider long-term and map out those priorities/aims.
- Public health – funding should be provided for prevention. WG and PHW play significant roles in prevention. WG done well in leading aims.
- PSBs not suitably aspirational. Individual organisations can hide behind partnership bodies. Like to see ‘more teeth’ in the PSB model or a new model to replace them but no alternatives were suggested.

Welsh Government’s approach

- When they’ve been in touch they’ve been helpful.
- Very approachable – keen to make it work.
- Really enthusiastic – though we need a small number of regional people to help us for the first few years as they are a challenge.
- Implementation was never going to be easy but the ways of working under the Act are pushed aside when difficult decisions need to be made which means that its principles are not embedded.
- If the Act was more front and centre in Welsh Government they would interact with others differently.
- The Welsh Government isn’t brave enough.
- No clear ministerial responsibility for the Act.
- Welsh Government reluctant to ‘walk the walk’.
- Lack of integration within Welsh Government – still working in silos.

- For the Act to work and bring the desired benefits, the Welsh Government has to focus on its leadership role and it needs to embed the Act in how it operates.
- The way bodies are organised and configured impacts on how well they integrate – the nature of the Civil Service may not facilitate this.
- Ministerial remit letters need to look more at the long-term.
- There needs to be more consistency from the Welsh Government when referring to the Act.
- There appears to be different interpretations and priorities of the act within different Government departments.
- The Act has led to ‘soft’ public sector reform to date rather than a more radical change.
- Some examples of public bodies retrofitting decisions to the principles of the Act rather than undertaking ‘blue sky thinking’.

Resources and funding

- Often funding is ring-fenced, and this doesn’t give public bodies the freedom to deploy resources in the way that’s right for them.
- Budgets aren’t integrated and Welsh Government are still working in silos.

Co-ordination and joined up working

- Welsh Gov legislation is not joined up and sometimes creates structures and reporting requirements that contradict each other.
- Welsh Government objectives and statements are ‘pigeon-holed’ and do not look across the breadth of activity or consider how goals could be met through collaboration.
- Somewhat of a silo mentality when it comes to policy within the Welsh Government.
- The barriers to collaboration are complex and there’s a tension between doing it and ‘getting the day job done’ to meet organisational objectives.

Barriers

- Performance reporting is short term not long term in accordance with the Act.
- The Act is ‘competing’ with the requirements of other legislation e.g. Social Services and Well-being Act. This means that public bodies are working on different ‘foot-prints’ and it is not clear how the Act sits alongside other policies.
- Policy landscape is too complex and cluttered.

Areas that need more focus

- Biodiversity has not been given enough attention – recovery of the natural environment hasn’t been prioritised as it should have.
- National indicators of what success looks like are required to drive forward change.
- Lack of data to facilitate decision making. Foresight data is missing and need more localised rather than national data to facilitate planning.

Public bodies

- Public bodies are not getting scrutiny or challenge from Welsh Government in respect of the extent to which the Act is driving their plans and strategies. The Act should be a thread that runs through them.
- Lack of consistency across public bodies in their approach to implementation and interpretation of the Act.
- Some examples of public bodies retrofitting decisions to the principles of the Act rather than undertaking ‘blue sky thinking’.
- Bodies will be driven by the organisational objectives set for them by the Welsh Government – employees will work to meet these objectives while trying to collaborate with partners.

Written comments submitted by attendees

“WG didn’t engage with stakeholders in setting original well-being objectives, which ignored some of the wellbeing goals.”

“There needs to be more consistency from WG, and collaboration between different policy area/ Government departments.”

“WG needs to engage more with third sector organisations who sit outside the PSBs and public sector organisations.”

“Early integration with WG planning requirement to embed the Act as a cross cutting theme would have been useful – rather than a separate reporting requirement.”

“Earlier integration/review within business planning/reporting cycles – should be a criteria for Welsh Government funding review?”

“Aligning funding cycles with strategic planning cycles.”

“Lack of engagement by WG with voluntary organisations and lack of attention given to environmental issues.”

“Short term funding streams aren’t helpful – often lose the interconnectedness between elements of the Act due to short term pressures, silo thinking, and a focus on firefighting the challenge of today.”

“Lack of consistency in terms of seeing FG Act referenced in major Welsh Government policy documents/initiatives.”

“Need to embed the Act and leadership within WG – still very much working in silos and opting in and out when it suits.”

“Need more connectivity between legislative requirements which came in at around the same time e.g. Health and Social Services Act, Welsh language.”

“The core principles and goals of the Act need to be mapped out relative to other Acts/policies/priorities in a transparent way so everyone is working to the same map.”

“The trickle down theory that the Act would make a difference on the ground via top down change in the public sector doesn’t work.”

“The Act is a route map for collaborative, intertwined policy delivery – however our systems/approach to government is still very departmental/silo based.”

“When policy and guidance are developed by WG these need to be in the context of the Act.”

“More opportunities to weave together WG policy and finances to support long term thinking.”

“There needs to be consistency of policy across WG when dealing with stakeholder organisations.”

“Needs to be more holistic thinking and policy development from EG.”

“WG needs to catch up on the intention of the Act in terms of not working in silos.”

“Need for high level strategic advice and integration.”

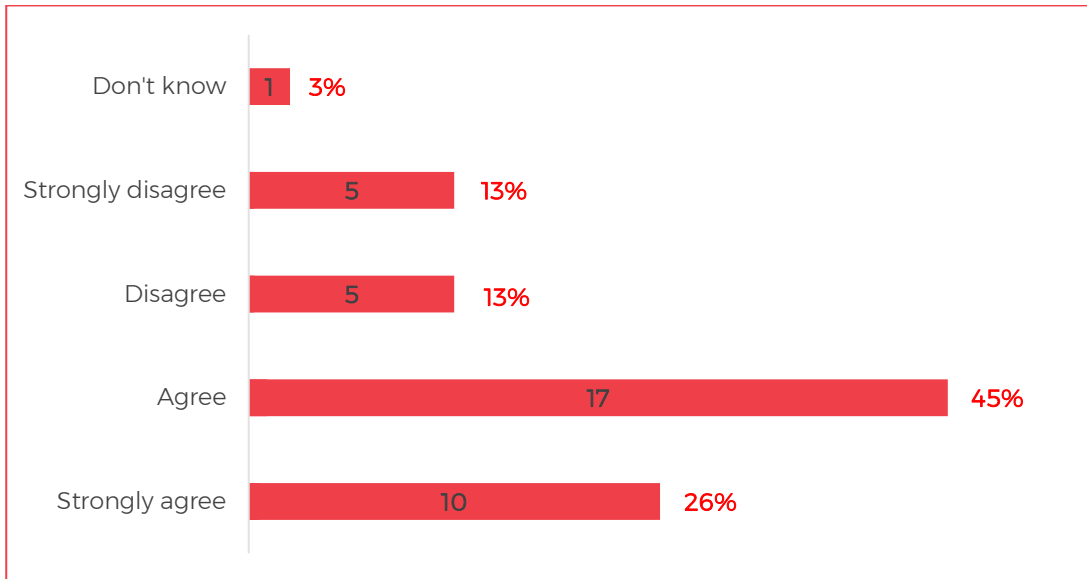
“The Act has been implemented via a soft public service reform not transformational change and addressing systems that are leading to negative outcomes as it was designed to do. It has not taken into account intergenerational justice in any way.”

“Geo-spatial analysis needs to be more prominent in WG thinking.”

5. Other potential barriers (e.g. Brexit, COVID, etc.)

Poll

We asked attendees whether they agreed or disagreed with the following statement: “Other issues have made it more difficult to implement the Act”. 38 responded as follows.



What we heard in group discussion

Scope and engagement

- The Act presents an opportunity to work together across the public sector in Wales. However, too much focus has been given to the public bodies covered by the Act at the detriment to those who work closely with those bodies and have a key role in delivering the Act.
- Rebuilding after COVID needs to be done with more citizen engagement, including local and national citizens' assemblies.

Silos and ways of working

- Work during the pandemic has shown that when something is 'hot and burning', public bodies collaborate and do so effectively. However, at other times and outside of COVID, they find it difficult to fully integrate and collaborate.
- It is too easy to blame COVID and Brexit as barriers but the real barriers are more longstanding and stem from the principles of the Act being at

odds with our systems of Government. The Act sets out a route map for public bodies to intertwine but the Welsh Government and Local Authorities operating in silo systems. An extreme example is that there are two different Acts in Wales that created PSBs and RPBs which demonstrates this lack of coordinated systems of government.

- Behaviour change – unless public bodies and others have the motivation and desire to change they won't. Public bodies often act in silos.
- Must not lose sight of the long-term with short-term planning.
- The Act is more important than ever given the scale of the challenges faced. However, it is not clear whether the Act is driving decision-making and hence whether the Act 'has legs'.
- The Act should be at the core of decision-making given the huge challenges but there is not enough evidence of this. As such, it risks being on the periphery and not centre stage.
- Economic factors tend to override other considerations e.g. sustainability.

Resources and capacity

- Resources and funding – challenge when pooled. Cost more to set up partnership bodies than benefits received.
- Hard to innovate and capacity to think about innovation with no dedicated resources to facilitate that aspect.
- Extra capacity would provide thinking space.
- Lack of resources has a knock on effect of providing space to innovate.
- Audit Wales are on a journey themselves, and don't seem to have worked out the best way to fulfil their own, new responsibilities under the Act.

Structure

- Structure of partnership bodies is confusing.
 - Confusion about the roles of PSBs and regional partnership boards. Also there is money going through RPBs but not PSBs, so RPBs are more of a focus. Money is not being channelled through PSBs to further change.
-

- PSBs, RPBs and APBs all tend to have the same people on them. These need to be reduced/rationalised.
- Unlike in other countries (Finland, Germany), there aren't strategic advisory boards independent of government. In Germany, for example, they draw on surveys and public events to give expert advice to policy makers.

Written comments submitted by attendees

“The Act should be more essential in light of the current crisis, and should be the framework by which they are dealt with.”

“We need to make sure we do the right thing not the easy thing.”

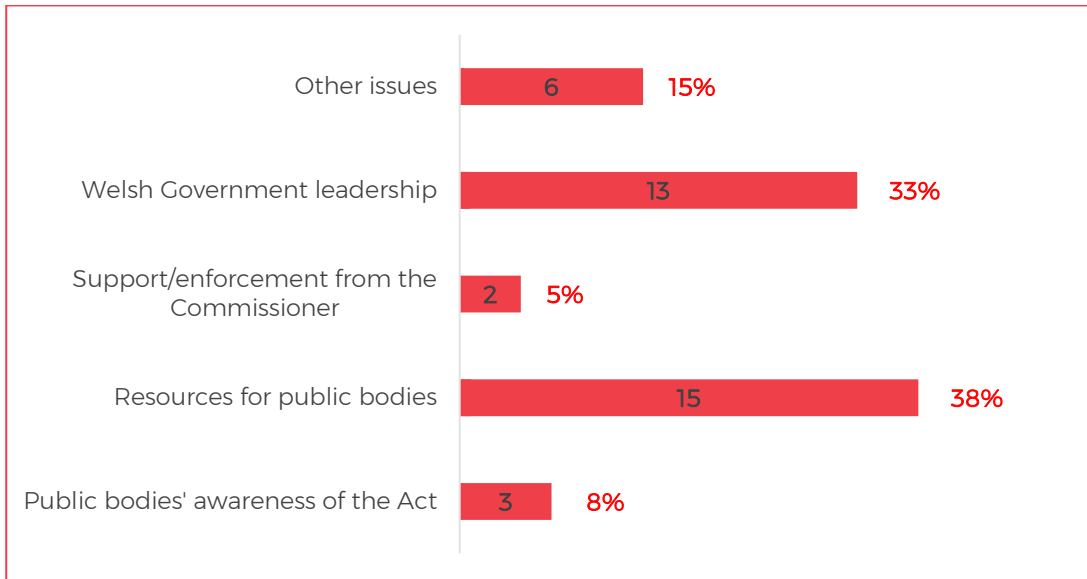
“The number of different structures are a barrier – PSB/RPB/APB/Safeguarding Boards. Lots of duplication and huge resource for public bodies who sit on them all.”

“We are still too risk averse. This risk aversion is inherently risky given the challenges we face, in particular the climate and ecological crisis, as well as the COVID issue, the impacts of that on our economy and many other significant issues we are facing. Failure to act with an appropriate response to these is a huge risk.”

6. Looking to the future – how to ensure that the Act is implemented successfully in future

Poll

We asked attendees “which of the following is more significant when it comes to implementing the Act?” 38 responded as follows.



What we heard in group discussion

Wider involvement

- The involvement of other public sector bodies not covered by the Act is important to ensure there is a ‘golden thread’ running through the public sector in Wales – something that can drive outcomes and accountability. For example, a National Wellbeing System.
- 3rd Sector want to be involved and need a meaningful way to actually engage with the Act.
- Bring citizens on board as changes makes meaningful forums for engagement.
- If not a member of PSBs, cannot access/get information and are unable to contribute.
- Create mechanisms by which people [citizens] can help make change happen and a wider civic society will participate.

- PSBs have to have a public facing forum.
- Need more community and granular level – there is some activity at these levels but time is a barrier.
- Better engagement with the public is essential – local people need to understand the Act and must get involved in implementing it. That includes working with young people and schools, giving young people themselves the opportunity to feed into data analysis and problem solving
- Planning bodies need to embrace the Act.
- There should be more involvement of stakeholders in Welsh Government’s annual report.
- Local organisations need to feel confident enough to work with whomever they need to resolve specific issues. That will mean working with different public bodies and organisations depending on the issue.
- Need to involve the people we serve in decision making

Measuring success

- We need to look at how success is measured and what are successful outcomes. At present public bodies covered by the Act are required to produce a prescribed Annual Report but with what outcome.
- Common assessment to utilise across all 22 LAs/PSBs so all know what is being measured and reported.
- There need to be clear milestones and success indicators to set the scale and pace of change.
- Generational justice must be incorporated into decision making to clarify the impact that today’s decisions have on people in the future.
- Recognise that there are some goals that are more difficult and need a real push.
- Demonstrate tangibly (with a clear set of descriptions) what it will look like once we have implemented the Act.
- Measure aspiration for the future.

- National milestones are needed to help Welsh Government see where it needs to go and measure progress and outcomes.
- Some of the well-being goals need to be elevated from their marginal position in plans, such as ‘a resilient wales’.
- Need a clear picture of what a world class Wales looks like,
- Needs to be an outcomes focus – looking at the big picture
- Breaking down silos – need collective resources, accountability and scrutiny for collective outcomes.

Role of the Commissioner

- Commissioner’s Office to become facilitators to public sector not enforcers to help deliver/bridge gap.
- Stop producing 800 page documents.
- The Commissioner’s office is under-resourced to be able to provide proper support

Welsh Government

- Need a Cabinet Minister with sole responsibility for Act – mechanism to draw all WG policies together and stop silo working. Joined up WG working. Need a radical look at long-term intention. If want Act to deliver, need to go on that direction.
- Need a direct link between health, public health, housing.
- A strategic stakeholder group could advise Welsh Government on delivery and help with integration.
- The First Minister directing his Ministers to working more within the Act and interacting more dynamically with the act.
- Welsh Government needs to be more radical with funding criteria and linking these to how well bodies are delivering the Act.
- Joined up policy across Welsh Government with consistent planning periods and timeframes.

- The Welsh Government should take a much more integrated approach to policy, as currently there is advice from the Welsh Government that conflicts with the Act.
- A Minister focused solely on bringing silos in government together.
- WG COVID recovery document needs to reflect the Act.

Pace of change

- Naive to expect changes would be evident so soon. There was a huge rush to prepare well-being plans which was ridiculous and we need to have more time to produce the next one. Significant changes over the next 25 years. We are 5 years in and need to be realistic about what we aiming for.
- Incremental change – need to see things working and not have such huge expectations at the beginning of a long process.

Scope and approach

- Other bodies should be subject to the Act if they are receiving large sums of Welsh Government money.
- Specific task and finish groups should be created to deal with specific problems and recommend how to overcome them
- More guidance is needed about what the legislation means in practice for different public bodies
- Legislation should consider being applied to existing work rather than just new work, otherwise it won't work
- Needs to be more flexibility around longer-term budgets and planning
- Currently thinking is being done on too small a scale and needs to be thinking much wider.
- Doing the right things, rather than what organisations are funded to do – this needs brave leadership.
- COVID gives us an opportunity to do things differently.
- Different way of looking at change management – used to doing things gradually, but maybe what we need is a jolt.

- The focus needs to be on active, healthy, happy children – we have to prioritise future generations – to give them a better outlook for the future than we have now. Collective mission.
- Challenge will be how to stay agile and flexible to deal with emerging issues while plan for the long term.
- The principles of the Act are clear and it provides a structure but more guidance, implementation guides and case studies are needed since public bodies are applying the Act inconsistently. Steer is needed in respect of how legislation is interpreted in different context. There is a risk that, without this, the Act will be applied to projects and be seen on the periphery rather than embedded in how an organisation operates.
- Organisations and bodies feel like they are not being held to account on long term direction or action.
- More support and guidance is needed for long-term thinking and planning. For some bodies, this is a new concept. Also some bodies may be going through change, which makes it difficult to plan for the long-term.
- More needs to be done on a regional level in order to bring in more community engagement.
- Need one footprint for all organisations.
- The Act should be built into the new curriculum.
- Incorporate into post-16 education for those wishing to pursue careers for which knowledge of the Act is needed.
- Certain issues need to be considered much more widely than is currently being done, e.g. health is much wider than just the NHS, and the NHS should also look at other issues such as energy efficiency and active travel.

PSBs

- PSBs should be better financed.
- Are there too many PSBs, and should they be on the same footprint as RPBs.

- Despite the Act's shared responsibility, more work responsibility is currently falling on the Public Service bodies.
- There are currently too many PSB's and their different rolls are confusing

Funding

- Continued short term nature of funding makes it very difficult to plan for long term actions.
- More conjoined working and less silo working.
- More support should be given with funding.
- Move away from funding in silos.
- Need to equalise funding.

Sharing good practice

- Things such as sharing examples of good practices in implementing the act could be done in order to improve the ways of working.
- Currently a lot of work on the ground is going unnoticed and questions need to be asked on how this can be made more visible.

Written comments submitted by attendees

“Remove PSBs.”

“Forums for public, citizens and communities to meaningfully engage as allies in delivering the well-being goals – sense checking, sharing resources, holding to account.”

“Outcomes focused funding.”

“Collective accountability to be supported by collective budget.”

“Skew resources more upstream in the health arena. Measure an aspirational future.”

“Measuring success from outcomes against milestones that are relevant to and driven by the public not the organisations themselves.”

“Indicators and meaningful engagement with communities.”

“Consider whether the scope of organisations/bodies covered by the Act needs to be extended, in consultation with potential bodies/organisations.”

“Easy, straightforward implementation guides for all aspects of public life/policy, encouraging joined up working.”

“Invest in capacity for public involvement in planning/delivery.”

“Provide better measures and ensure cross Wales comparisons can be made.”

“Give the Commissioner’s office more resources to support organisations at a strategic level.”

“A more unified, one stop shop at a regional level for partnership delivery.”

“A stakeholder group to implement the Act.”

“Need to demonstrate that the Act is relevant to the general public.”

“A fund to encourage joint activities under the Act.”

“Training for future generations to understand the importance of the Act.”

“A properly resourced citizens assembly, maybe a local and national version.”

“If we want the Act to be understood by the general public we need to make the information understandable and relatable at a local level too.”

“Resource the facilitation of the Act.”

“Make it regional with accountability to local communities.”

“Intergenerational justice panels which check WG’s strategic programmes.”

“Review and clarify the partnership structure in Wales. Too many groups makes the partnership landscape confusing.”

“Longer term certainty of funding arrangements would change behaviours, encourage collaboration and innovation – even if these were only indicative funding settlements.”

“All WG policies and strategies should use the WFGA lens and should be clear about the contribution to the goals.”