



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

By email.

13th of May 2024

Dear Chair,

RE: pre-appearance information request

Please find below our responses to the questions raised in your letter dated 5 April 2024.

Your priorities for your term as Future Generations Commissioner, including the process you went through to reach them

Between March and November 2023 the Future Generations Cymru team delivered *Our Future Focus*, a project to establish priorities for our work between now and 2030, set within a long-term vision.

During this process we heard the views over 1,300 individuals and organisations including via networks, convening roundtables, meeting with the leaders of public bodies in Wales and working with community partner organisations to include the views of groups less often heard. We analysed data on future trends and well-being and combined this with our involvement data to answer the questions 'what do future generations need public bodies in Wales to do and what is our role in supporting this?' The emerging themes and priorities and the root causes that link them, allowed us to develop a theory of change that underpins our new strategy.

A key consideration in how we delivered Our Future Focus was embedding the five ways of working. Some of the ways we did this included using futures methodologies to analyse desk research and involve our advisory board, and as part of our Community Partnership Toolkit. We ensured that involvement was a part of our approach throughout, collaborating with partners and embedding a focus on prevention and integration into our theory of change methodology. You can read more about how we did this in our [Methodology Report](#).

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Our Vision is that Cymru is a better place to live and has a bright and optimistic future – thriving, inclusive and green. Together we have protected the interests of those not yet born. Well-being and long-term thinking are at the heart of decision-making. *Cymru Can*.

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

In November 2023, I published my strategy [Cymru Can](#), which summarises the approach I intend to take over the next seven years towards achieving this vision. It sets out our five missions:

- **Implementation and Impact**
- **Climate and Nature**
- **Health and Well-being**
- **Culture and Welsh Language**
- **A Well-being economy**

We also identified topics, themes or systems that connect all our missions, such as the **food system**, which we will explore in more detail.

We are committed to help tackle the long-term issues that people are most concerned about. We are shifting resources to increase our engagement and expert advice to public bodies, in a way that recognises the pressures that they are under, to ensure that those who must apply the Act have the awareness, understanding, confidence and tools they need to do it. The Cymru Can approach is designed to ensure we can focus our work where it can be most effective and join forces with organisations and people who can help us achieve our missions. We'll review and measure our approach as we go, involving others to make sure that we are always achieving the biggest impact we can with our resources.

It is disappointing that the budget of the OFGC has decreased. The situation is increasingly challenging. On 31st March 2024, I lost 5 members of staff out of 28, the equivalent of around 20% of my workforce.



The table below shows the evolution of my budget in the last 3 years:

	£000		
	2022-23	2023-24	2024-25
Baseline	1,592	1,680	1,610
Pay Parity ¹	32	16	
Underspend C/F ²	300	74	0

Total Core Funding of the Office	1,924	1,770	1,610
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Reduction (£000)	154	160
Reduction (%)	8%	9%

¹Pay parity support was agreed by Welsh Government at the end of 2022-23 at £16k a year for 4 years, back-dated for one year – hence 2 x £16k received in 22-23. It was received in addition to baseline in 2023-24 as budget was agreed ahead of final agreement on Pay Parity. But for the final year, has now been included within the baseline resource.

²Prior to the “alignment project” the Office enjoyed reserves which could be carried over to support future work and years. 2022-23 was the last year this was allowed. The office was awarded a one-off discretion and a round sum of £300k was carried over for the last time. 2023-24 was the first year that no “reserves” were allowed, however there was a small underspend of £74k in the 2022-23 period, which was requested to be carried over and was granted. The latest forecasts for 2023-24 indicate a nominal underspend (less than £10k). Whilst any underspend that materialises in 2023-24 will be requested to carry over, the amount is nominal and there is no guarantee that the request will be granted and so for planning purposes is currently ignored.

The pressure on the office is also increasing as the number of requests for our advice and assistance continues to grow and will grow further as a result of an additional eight public bodies coming under the remit of the Act this summer (with no additional funding).

The funding situation has resulted in changes in the way the office provides support to public bodies. We have implemented a new model for providing advice and support to public bodies that fall under the Act. This will mean we will have more focus on providing one to many sessions and will offer fewer bespoke sessions for individual public bodies. Each public body will still have a named contact,

but our reduced team size means there will be less capacity for one-to-one support. The Commissioner has written to public bodies to explain the change.

We are confident we will still be able to provide a high level of support and advice to public bodies. In line with the Act, we involve public bodies closely in what service we provide them so to ensure it is high quality and relevant. Our experience so far tells us that the new model is working, however it is early days.

The eight additional bodies require different support as they start their formal journey of implementation of the Act. The OFGC has already provided support to them as they consider their new well-being objectives and plans. It is not expected that the level of demand on my office from public bodies (original ones and the new ones) will decrease over time as our experience shows that the number of requests tends to increase as the level of understanding and of maturity of public bodies increase. Staff turnover in public bodies also means that introductory work and training is continually required.

Any changes you made to staffing structures and ways of working of your office since your appointment

On 26th October 2023, we commenced a formal consultation for 30 days on proposed changes to our organisational structure. The main drivers for change were to re-align our people resources to deliver on the five key missions in our new Cymru Can strategy and to respond to existing budgetary pressures (which later became worse as a result of a 5% budget cut to our budget in December).

The budget situation meant we needed to reduce our headcount by five posts. We also used the restructure process to consider team feedback about changes to job titles and about the need for greater clarity over areas of responsibility.

We offered the opportunity for team members to reduce their hours in the first instance and then invited expressions of interest for voluntary redundancy as a means of avoiding compulsory redundancies.

A detailed Organisational Change process was developed, underpinned by our organisational values. We ensured the process was communicated well and understood by everyone in our team. We sought to ensure inclusivity and fairness, and to create a supportive environment where kindness

and compassion were at the centre of how all our people experienced change. We worked closely with our Audit, Risk and Assurance Committee during the process.

We fully adhered to civil service compensation guidelines and embraced a rigorous internal involvement programme which was central to its success. The Commissioner led and owned the entire process and was supported by our fully HR qualified People Director and our Deputy Commissioner. Individual 121s were offered to all team members and meaningful consultation on proposed changes took place throughout the month of November 2023.

By the closure of the consultation period on 27th November 2023, 6 team members had expressed an interest in voluntary redundancy. Four applications were subsequently accepted, and in addition it was decided to not extend one fixed-term post. Two team members agreed to reduce their hours. The resultant cost saving was £279k annually and our new structure was fully operational on 1st April 2024.

In line with Cymru Can, each mission is now overseen by a Mission Director, and we have a strengthened approach to corporate operations and governance, focussing on corporate areas of change as set out in the Well-being of the Future Generations Act 2015. Responsibility areas are now more fully allocated and understood by team members, and this is further enhanced by the introduction of clear line management oversight.

Welsh Government agreed to cover up to £75k additional funding to support the restructure costs. Restructure costs (up to end of March) total £72k, and this has been reclaimed from Welsh Government.

Whether you have developed any objectives and/or key performance indicators, as recommended by the Committee in our pre-appointment report

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

We will measure our impact using a 4-tiered approach:

1. **[National well-being indicators](#)**. Our approach starts here with tracking progress against the national well-being indicators. These are the ultimate measure of progress against our well-being goals and are reported on annually by Welsh Government in [Well-being Wales](#). We will do more to spotlight this report and what it tells us, and to embed greater awareness of the

indicators in our advice and advocacy, emphasising to public bodies the importance of decisions that work towards not against them.

2. **Outcome indicators (Table 1).** These are the indicators that relate to the changes that we're looking to see in public bodies i.e. the impact and outcomes that we included in Cymru Can. We will use baseline data from our own data sources, as well as that by others to monitor progress.
3. **Activity KPIs (Table 2).** This includes quantitative and qualitative data that relates to what we've delivered in the Future Generations Commissioners team, and how well that has been received. Our approach integrates qualitative and quantitative data for a more nuanced understanding of social impact. While quantitative measures lend empirical support, qualitative insights delve into the human dimensions of change. This synthesis bridges the gap between hard facts and personal stories, enhancing the authenticity and depth of the assessment.
4. **Mission specific performance indicators** for internal project management.

Table 1 – Outcome indicators

Mission	Outcome indicators
Impact and Implementation	1. Improved understanding and evidence of action amongst leaders in public bodies in delivering the Act and long-term approaches.
Climate and Nature	2. Welsh local authorities have an improved rating on the UK Climate Emergency ScoreCard 3. Increased integration of activities that support nature recovery into Wales' public services.
Health and Well-being	4. Improved understanding and evidence of action amongst leaders in public bodies about their collective role in keeping people healthy and reducing demand on the NHS. 5. Improved understanding and evidence of action amongst key budget decision makers of the agreed definition of preventative spend in budget setting.
Culture and the Welsh language	6. Improved understanding and evidence of action amongst leaders in public bodies of what cultural well-being encompasses and the positive impact of culture and the Welsh language on the implementation of the Act.
Well-being economy	7. Increased number of public bodies framing plans around well-being economy (covering one or more of foundational economy, circular economy, doughnut economics etc.)

Table - 2 Activity Indicators and targets

Activity	Quantitative data	Targets 2024/25	Qualitative data
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Monitoring	<ol style="list-style-type: none"> 1. Number of public bodies completing the ways of working journey checker 2. Number of well-being objectives assessed (this would only apply to some years) 	<p>80% completion rate (or 45 PBs)</p> <p>300</p>	Qualitative assessment of public bodies well-being objectives and progress measures relating to missions (SMART).
Advocating	<ol style="list-style-type: none"> 3. Number of pieces of written evidence, position statements, letters, research, oral evidence. 4. Number of events / speaking engagements 	<p>50</p> <p>100</p>	Evidence of change. Impact on Ministerial commitments, policy, process, behaviours. Testimonials, feedback, and desk top analysis.
Convening	<ol style="list-style-type: none"> 5. Number of FGC events, workshops and training sessions delivered. 6. Number of people reached (by sector, subject, region and protected characteristics). 7. Satisfaction score from training and advice sessions (0-7) 8. % of FGLA participants that report an improved confidence in explaining the purpose and workings of the Well-being of Future Generations Act to their colleagues or community. 	<p>12 events.</p> <p>A minimum of 50% of attendees are from public bodies.</p> <p>5 out of 7 average score</p> <p>65%</p>	Participant feedback. Testimonials from alumni and partners.
Advising	<ol style="list-style-type: none"> 9. Number of pieces of advice and assistance provided (proactive AND reactive advice) 10. Number of examples and case-studies of good practice proactively shared with PBs and others 	<p>100</p> <p>25</p>	Anecdotal stories and testimonials that evidence improved understanding and confidence in delivering long-term approaches and the implementing the Act, and the role of FGC.
Walking the Talk	<ol style="list-style-type: none"> 11. Number of FGC carbon emissions and % reduction (based on 2022/23 figures) 12. % of clean audits 13. % staff said FGC a great place to work. 	<p>10,000T by 2030 down from 2022/23 baseline.</p> <p>100% clean audits</p> <p>75% employee rating</p>	Statements from auditors. Quotes, highlight stories.

How your office is working with the Welsh Government, including whether and how this relationship may have changed since you took up your post

Our office is continuing to work constructively with Welsh Government. We have signed up a new MoU with them following the appointment of the new Commissioner, which mainly recorded the practice we had been following in term of the regularity of meetings and clarifying procedural details to secure statutory approvals.

Following from the section 20 review carried out by my predecessor, my team and Welsh Government officials meet quarterly to follow up on the implementation of the review's recommendations and to help integrate our respective duties to promote sustainable development.

Since the appointment of a new First Minister, I have written to Cabinet Secretaries and the First Minister to set up meetings and these are now taking place. It is proposed that I would meet with the Cabinet Secretary for Culture and Social Justice every 4 months and with the First Minister twice a year.

Yours Sincerely,

