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Welsh Parliament

Equality and Social Justice Committee

Inquiry: Well-being of Future Generations (Wales) Act 2015

Evidence from: Sports Wales



ESJ Committee Consultation – Sport Wales Response

**Senedd Equality and Social
Justice Committee inquiry.**

**Scrutiny of the Wellbeing of
Future Generations (Wales)
Act 2015**

1. Sport Wales' Response

Background:

Sport Wales is the national organisation responsible for developing and promoting sport and physical activity in Wales at both community and elite levels. We are financed by annual funding from the Welsh Government and from the National Lottery. We are the main adviser on sporting matters to the Welsh Government and are responsible for distributing Government and National Lottery funding to sport in Wales.

Sport Wales is one of the smallest public bodies in Wales and our budget is comprised of running costs, grant funding for National Governing Bodies, national partners and local authorities to deliver sport, but also community sport – investing and growing local opportunities for clubs and societies to serve the needs of their local communities.

We are one of the 56 public bodies in Wales which are subject to the Wellbeing of Future Generations (Wales) Act; we meet our duties under the Welsh Language Standards and care deeply about our place in Welsh society and culture. We work closely with the Older People's and Children's Commissioners and filter all our work through the lens of equality, diversity and inclusion.

We strive to be the best we can be and give the best we can offer to all people along the sporting pathway, from children starting out, to medal-winning athletes, to a diverse career path in the sporting sector, to older people staying fit, healthy and independent.

Overview

Sport Wales wants to enable sport in Wales to thrive so that everyone can be active and have a lifelong enjoyment of sport. As a publicly funded body we have a responsibility to understand the needs and circumstances of everyone who wants to take part in sport, regardless of their circumstances.

We want sport to be diverse and inclusive so that everyone can feel confident and enjoy all the benefits that sport offers.

As a public body we are bound by public duties, which means that we must consider and demonstrate how we can contribute to a more equal, fairer, sustainable and prosperous Wales that is fit for future generations.

As well as having a duty towards those who take part in sport, our responsibilities extend to how we employ and look after our staff.

This response whilst wide ranging will touch on the key terms of reference of the inquiry:

- how far the intended objective of the Act is being achieved

- any action which should be taken to improve the effectiveness of the Act and its implementation, including any specific drafting issues.
- whether the review and reporting requirements under the Act are being met.
- the effectiveness of guidance made under the Act.
- how far the Act has been legally binding and enforceable; and
- how far the Act has represented, and will continue to represent, value for money.

Sport Wales and the Future Generations Act 2015 background:

The [Well-being of Future Generations Act](#) requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.

The Act sets out 7 national goals. Public bodies are required to show how they will contribute to the goals through clear objectives. Sport Wales's strategic intents have been developed to also act as our Well-being objectives.

Sport Wales believes that everyone in public life should be required to get behind the communication of improving the wellbeing of the people of Wales, and there needs to be clear, consistent and simple messages to communicate the Act to the public and beyond.

As an organisation we are fully committed to the Act and are ambitious to work with and support work which will positively benefit future generations, working with other public bodies to collaborate effectively, and ensuring that we are not duplicating work.

We set our Wellbeing Objectives as part of our refreshed strategy and the national conversation on sport and physical activity in 2018/19. The Strategic Intent statements are the core of our strategy, they were written to fulfil the dual role as our Well-being Objectives and Strategic Intent statements and every year in our integrated annual report we assess whether or not they are still relevant.

The intention of this process was to ensure the objectives become part of our DNA; a part of everything we do. In the development of our strategy and vision we used the Act to ensure that we use Wellbeing Objectives throughout high-level decision making such as in our Board Papers.

At Sport Wales, we would like to lead by example, and we are practically exploring how to react effectively to the unexpected and still deliver positive outcomes. Part of this

means shifting to an approach which uses narrative and reflection to learn from our experiences and using insight and evidence to understand the context under which events have taken place. We consider ourselves an insight-led organisation. We believe that there is much value in sharing our learning and working with others to embed this approach.

The Future Generations Act provides the framework in which we can work with innovative approaches to change and long-term sustainability. The Commissioner recommends the use of different frameworks which encourage us to think about what is no longer sustainable and what can be harnessed to deliver solutions for the future. Through our approach to investment, we have adopted a long-term method to prevent inequalities from getting worse, as well as tackling them, and we are working with the sport sector to upskill them and modelling long-term change.

How we practically use the Act:

When it comes to financial and investments decisions, Sport Wales ensures that the act is always central to its decision making. Whilst there are obvious challenges for the sector over the last few years, we have always strived to fully implement the Future Generations Act in our budget, planning and investment decisions.

Investment Decisions

In response to the introduction of a new strategy Sport Wales developed a new investment model. This model was fundamentally driven by the principles of the Future Generations Act. The model specifically utilises the principles of involvement, prevention and the long-term.

The new investment model uses data from a range of sources, primarily from the National Survey for Wales and the School Sport Survey. Data around what sporting activities the Welsh public, and predominantly children and young people, are doing, and wish to do, now drive the way our investment is focused. The sports most relevant to the public are given the greatest levels of funding and any which are not yet able to receive public money due to underdeveloped governance structures, we work with to put in place the necessary requirements to bring them up to 'capability'. This was an active choice to reflect the principles of collaboration and co-creation within the Act, putting the voice and desires of the Welsh public at the heart of the financial distribution of the organisation

Additionally, recognising the Act's focus on involvement and collaboration, the investment model also weights this data by specific demographics by race, gender, disability and deprivation. Again, this focus was driven by the approach of utilising a future generations approach to enhance decision making that ensures Sport Wales funding is being aligned to what children and young people, across a range of underrepresented demographics, wish to see.

Full details on the Sport Wales investment model can be found [here](#).

Financial Planning:

We have noted some of the key areas we have worked on during our budget planning process below, which relates to the 7 wellbeing goals and the ways of working:

- **A globally responsible Wales**

Sport Wales funds the Institute of Sport via dedicated lottery funding. This supports elite athletes, including those competing at an international level. Building on previous success, the Sport Wales capital programme will also include an allocation to support sporting facilities with energy saving measures, which will deliver carbon reductions and financial cost savings.

- **A Wales of vibrant culture and thriving Welsh language**

Sport Wales directs funding to partners and communities to deliver the Vision for Sport in Wales. Funding is aimed at encouraging participation at all levels and maximising the experience for participants.

- **A more equal Wales**

Sport Wales partners include organisations working with particular groups, including those with protected characteristics, such as the Urdd, Street Games, the Black Swimming Association. Together with the other home nations' Sports Councils, we funded the International Working Group (IWG) on Women in Sport to hold the Secretariat in the UK for 2022-26. We are keen to improve women's ability to participate in sport.

These partnerships are aimed at encouraging inclusivity and diversity of participation. This new investment model was implemented in 2023-24 with a phased approach. The inclusion of positive weightings for disability, race, gender, and deprivation in the allocation criteria means that individuals with these protected characteristics are positively impacted by this model.

Whilst the overall budget passed onto partner organisations has reduced in the past due to cuts, the principles and integrity of the investment model have been maintained. Consequently, the desired outcome will continue to drive the investment, albeit at a slower pace due to the budget reduction.

- **A prosperous Wales**

Sport Wales continues to be a major employer of staff and provides training opportunities for staff throughout the organisation. Sport Wales is also committed to maximising apprenticeship opportunities, currently employing two digital apprentices and a master's student within the Institute. In addition our recent '[Social Return on Investment](#)' report and the previously published [Economic Value Report](#) shows how sport continues to contribute to a prosperous Wales

- **A resilient Wales**

Sport Wales will continue to progress with the [environmental sustainability plan](#) driving actions to embed sustainability and biodiversity in all that we do and to support the wider sports sector to make progress in response to the climate and nature emergencies.

- **A healthier Wales**

Sport Wales' budgets will contribute to the overall Vision for Sport in Wales and maximise opportunities to provide everyone with a lifelong enjoyment of sport, enhancing physical and mental wellbeing.

- **A Wales of cohesive communities**

Sport Wales distributes significant funding to communities to enable sport and participation to thrive at a local level and will continue to do so in 2025/26

How does our financial planning link into the ways of working?

- **Long Term**

Whilst budgets are invariably shorter term in nature, the aspirations of what Sport Wales is seeking to achieve through its funding is for the long term. Some priorities are expected to have a more immediate impact, but resources are utilised to deliver sustainable sport services for the future. This is factored into investment decisions for both capital and revenue.

Whilst the upturn in the 2025/26 budget was welcome, the 2024/25 budget reduction inevitably slowed progress to deliver the Vision for Sport in Wales. In effect, this was a short-term decision that compromised the longer-term ambition. Sport Wales had to mitigate the immediate impact on partners by passing on a moderate budget reduction of 3.5%, but work was still required during 2024/25 to support the ongoing financial resilience of the sector. This was also included as a project of significance in the Sport Wales 2024-25 Business Plan.

- **Collaboration**

Significant collaboration will continue with partners working together to achieve the Vision for Sport in Wales. Effective relationship management mechanisms are already in place to understand shared priorities with equality, diversity and inclusion at the heart of these discussions and actions. Sport Wales also collaborates with other sectors on shared areas of interest, such as Healthy Weight Healthy Wales, education and environmental sustainability. Dedicated budget and (human) resource will also be available for these areas.

- **Involvement**

Significant involvement from and engagement with communities on accessing funding and via dedicated projects. Sport Wales will always ensure that, as an organisation, we are led by need and there are a multitude of opportunities for people with lived experience to feed into our work.

- **Prevention**

Sport has a significant role to play in the prevention agenda as physical activity contributes to improved health and wellbeing outcomes. Sport Wales continues to build relationships with other bodies, notably Public Health Wales, to support the

delivery of a longer-term preventative health agenda. Supporting a Healthier Wales is also a business plan priority for Sport Wales.

Integration

Good integration with other public bodies around areas of common interest such as health, education and environmental sustainability. The business plan will enhance the advocacy role, and dedicated resource is in place for this. The acceleration of Sport Partnerships will enhance the level of integration at a regional level based on population need.

We would like to reflect on the fact that our investment approach, is specifically driven by a Future Generation approach. Sport Wales has adopted a new investment formula which ensures that the funding we distribute through our partner network is informed by data.

We actively use the voice of the people of Wales in taking decisions as to who is funded, to what extent and to what purpose. The funding model utilises data from the School Sport Survey, specifically funding sporting opportunities that children and young people are doing and wish to do. Furthermore, we weight this funding by gender, ethnicity, deprivation, and disability ensuring it supports those most in need. We also use data from the National Survey for Wales, the census and Welsh Index of Multiple deprivation, as well as other sources. Full details on the model can be found [here](#).

We passionately believe in an approach that allows future generations to have a role in determining how our investments are made, involving their voice in the process and creating a collaborative approach to the sustainability of sporting offers in Wales. Regardless of the challenges we face this principle will remain at the heart of our decision making.

Accountability:

As part of the work to produce our Annual Report we conduct a review cycle with a number of key staff. This considered the progress we have made in the previous year towards our well-being objectives and it also considers if the current objectives should remain unchanged. Sport Wales has also recently used the Commissioner's Way of Working Checker to fulfil the same role for the 5 Ways of Working in the act. Both processes have been useful tools to consider work across the organisation to help celebrate and share progress and to think about how we can go further and what that will require. We are currently working to increase the engagement in these processes across the whole workforce.

Sport Wales has also benefitted from contact with the Commissioner and his staff. Previous contact to ask for information or advice and feedback has been very beneficial, especially where staff have been new to roles or projects are novel or complex. The opportunity to contact the Commissioner team in future would be valued. Support and guidance around new and more complex partnerships of public bodies and also with organisations from the commercial or voluntary sector could also

be an important role that could have significant impact in partnerships being able to thrive more quickly or avoid a crisis and failure.

How do our partners implement the act?

Alongside our role as a public body implementing the act, we also spoke with a number of our partners within the sector in order to explore their thoughts on the act's progression over the last 10 years.

We explored how different partners approached the act and ensured it was central to their work. During the consultation period we spoke to a selection of National Governing Bodies, National Partners and Sport Partnerships. We believe for the act to achieve its main outcomes that it's crucial our partners are taken with us on the journey.

Whilst all partners had examples of positive work which directly aligned with the act, it was also important to note that there was some debate about the progress over the last 10 years.

Key themes emerging from these discussions are touched on below:

Partners Feedback:

Here at Sport Wales, we work collaboratively with our National Partners to help us transform Wales into an Active Nation. A nation where everyone (and we mean everyone) can reap the lifelong benefits and find enjoyment from participating in Sport.

Our National Partners are vital to the Sport Wales strategy. Working across the length and breadth of the country, their extensive networks make it easier to gain a wider reach into communities. They play an integral role in helping us remove barriers and thus making sport more inclusive so everyone can enjoy the benefits.

We spoke to some of our partners to see how they engage with act – these are some of the themes that emerged from conversations:

1. The Value and Relevance of the Act

All partners strongly supported the continued need for the Act, citing its uniqueness in legally mandating long-term thinking and sustainable planning.

Wales was recognized as a leader in future-focused legislation, standing out across the UK. Several partners noted how the act validates their work.

The Act validates and reinforces our work. It gives us a shared language and purpose to bring partners together around prevention, inclusion, and long-term wellbeing.

Despite general support, there was a recurring concern about slow progress and limited visibility of impact over the past decade.

2. Practical Use and Strategic Alignment

Several organisations, reported aligning their internal strategies with the Act and the benefits of doing this.

One partner noted that the act had underpinned strategic work which had led to a number of positive outcomes, noting how far the Act has represented, and will continue to represent, value for money.

'There have been a lot of wins for us, strategy wise it's helped us greatly...we have seen a big win with our residential camps where some of the strategy work has seen us starting to use solar panels, which in turn has paid for all of the guest's use of electricity. It's a big win for us and we have numerous examples where the act has underpinned some of our positive outcomes'

Indeed, several partners agreed that being able to use the act when developing their own strategies led to strategic alignment with government priorities.

'We worked on drafting our strategy and then we cross referenced it against the future generations act in terms of the well-being goals and ways of working. We wanted to align and identify if what we were proposing to do as an organisation was consistent with what government wanted us to be thinking in terms of the direction as well. It's helped with alignment'

Whilst many praised the act's practical use, many also noted they do not actively report against the Act or measure outcomes in a systematic way which led to further discussions around accountability.

3. Accountability and Evidence of Impact

Some partners questioned the lack of structured evaluation and visibility, citing the absence of clear evidence showing how organisations benefit from or contribute to the Act.

There was a shared sentiment that organisations might be working to the Act but are not being held accountable for measurable outcomes. There was a wider discussion on the role Sport Wales could play here – but also a feeling that this should fall on to the commissioner's office. On the point of accountability, one partner noted:

Whilst some organisations are mandated to collaborate and report on sustainability, the current systems can be vague and inconsistent, leading to tokenistic partnerships rather than genuine collaboration.

4. Reporting Challenges

Partners also highlighted vague or tokenistic reporting mechanisms, such as checkboxes or open-ended sustainability questions that do not promote deep reflection or improvement.

There was a call for better standardization in reporting and clearer expectations from government bodies.

5. Role of the Commissioner and Government

Many participants suggested that the Commissioner's Office needs more authority and resources to enforce the Act and support organisations more effectively.

Several speakers noted that support from government is inconsistent and often leaves organisations uncertain about expectations.

It was agreed that the role of the commissioner would benefit from additional levers and resources. But it was also important to note that some partners felt it wasn't just additional finances that were the issue:

More money is not necessarily what is needed. I think you can keep throwing more money at the FG office and not necessarily see the benefits. I think there are some things that certainly need refining. Take PSB'S (Public Service Boards) for example...are the right people from the right sectors in the room? Is it just another talking shop? I would argue it needs changing'

6. Collaboration and Sector Responsibility

Collaboration is often mandated, but in practice, it can become tokenistic or superficial.

True collaboration should be meaningful, with shared goals and joint accountability across sectors. It was thought that within the sports sector the development of sport partnerships could be seen as an opportunity for consistent collaboration, consistent responsibility and an opportunity to really emphasize the benefits and positive use of the act.

Sport Partnerships

Background:

Sport Partnerships are aiming to be a game changer for future generations, transforming the way community sport is created, delivered, led, and funded. Designed to overcome ongoing and stubborn inequalities in participation in sport and physical activity, these partnerships will help transform Wales into an active nation where everyone can have a lifelong enjoyment of sport and are intricately linked to the Act. The creation of the sport partnerships undoubtedly reflects the Act's core values.

We spoke to two of our sport partnerships – both at different stages of their journeys - to understand how much they engage with the act:

Actif North Wales

Actif North Wales is the regional partnership for physical activity and Sport, working across the six North Wales local authority areas. Their aim is clear: to ensure that everyone has the opportunity to be active in a way that works for them.

They successfully work with communities, local authorities, the health board, housing providers, the voluntary sector, and others to understand the real-life challenges people face—particularly in rural, deprived, and isolated areas. By listening and working in partnership, they work to help support communities to shape their own local solutions, creating more inclusive, accessible opportunities to be active and reducing the inequalities that prevent people from moving more.

The Well-being of Future Generations (Wales) Act 2015 is central to Actif North Wales' strategy and ways of working. As explained by their CEO

‘We don’t treat it as a ‘compliance exercise’, but rather we see it as part of our culture, values, and long-term approach here in North Wales.’

Actif North Wales have explicitly built their 10-year regional strategy (2023–2033) around the five ways of working set out in the Act as can be seen below:

- **Long-Term:**

They are investing in system change across a 10-year horizon, focusing on sustainable, long-term shifts in how people engage with physical activity, sport and movement — particularly for those facing poverty, disability, inequality or exclusion.

- **Prevention:**

Actif North Wales move beyond just offering / delivering activities/opportunities. We work alongside communities to understand the barriers they face to being active, such as cost, transport, confidence, or lack of inclusive spaces, so we can come together as a system to support them where they are.

For example, in some areas we’ve introduced wraparound services (e.g., chiropody and audiology) to help people feel ready and able to join in with local opportunities to be active.

- **Integration:**

They align with wider public health, poverty, climate and community development agendas. Our work connects to outcomes in Healthy Weight, Healthy Wales, the Vision for Sport in Wales, and local Public Service Board’s Well-being Plans.

- **Collaboration:**

They lead a regional coalition of partners across sectors and departments/teams within local government, focused on joint decision-making and collective delivery. Our current test and learn projects include joint initiatives with the health board, education, local authorities, National Governing Bodies of Sport, social housing associations, National Partners, equality groups and community groups.

- **Involvement:**

At the heart of their approach is **Asset-Based Community Development**—putting local people in control – giving them the ‘power’.

For example, they support communities to co-create solutions through local “discovery walks”, ripple-effect mapping, and participatory engagement and planning.

The Act has helped us move beyond the traditional view of “sport for sport’s sake” towards a broader understanding of how physical activity and movement contribute to wider social outcomes—such as better health, stronger communities, reduced loneliness, and improved wellbeing.

This shift is changing how local, regional, and national partners view and support physical activity. We’re now seeing real examples of engagement from organisations that previously didn’t see themselves as having a role in this space.

Actif North Wales emphasised how the act has enabled them to shift from a short-term, activity-focused model to a whole systems-place based approach that focuses on the root causes of inequality and highlighted how the five ways of working offer a clear, values-based framework that has helped shape our organisational culture and partnerships.

However, challenges remain. Whilst highlighting the many positives of the act, Actif North Wales admits that as with everything that have been challenges whilst implementing the act, which includes:

- **An Inconsistency in application:**

Not all sectors interpret or embed the Act with equal rigour. This can slow progress, create inconsistencies across the region and risks duplication of effort/funding.

- **Limited enforceability:**

Without statutory accountability or dedicated investment aligned to the Act’s ambitions, some public bodies/and many funders still focus on short-term outputs rather than the more complex, and often ‘messy’, long term, preventative, co-produced approaches.

- **Evaluation difficulties:**

The tools they are using (e.g. ripple effect mapping, asset mapping, stories of change) are aligned with the Act’s principles, but aren’t always recognised in traditional performance reporting frameworks. There’s a tension between measuring what matters and what’s easy to count.

- **Relationship-building at a local level:**

Our recent SPF-funded pilot projects (that we are now scaling up across the region) has demonstrated the common goal we have with other system partners e.g. housing, countryside services, community development teams. Being community led, and focusing on those that need our support the most we have seen that communities will engage—deeply and creatively—when they are involved in designing the solution. Trust has grown, although this cannot be sped up, as has local ownership.

West Wales Sports Partnership:

The West Wales Sports Partnership (WWSP) was established in 2023. In 2024 Jamie Rewbridge was appointed as CEO and Kate Williams as Head of Strategic Partnerships and Development. As such they are in a different position to Actif North Wales who have operated for a longer period of time.

As pointed out by the CEO, even though the partnership is relatively new, the Act has already shown clear value:

The WBFGA has already shaped our organisational direction and continues to influence our work... The Act has been a guiding principle in the formation of our organisation—shaping our articles, purpose, and governance. It is central to the development of our first regional strategy and informs our collaborative, system-wide approach. This approach, which has gained traction post-2015, aligns with the Act's emphasis on long-term thinking and integrated working. We're seeing its influence grow, not just within our organisation, but across the wider sector.

Whilst noting that the Act itself is visionary and comprehensive. WWSP echoed some views of our other partners noting that challenges can arise in its interpretation and implementation. That its broad scope has the capacity to be overwhelming, particularly for larger public bodies like local authorities, making it difficult to monitor progress across all goals. They also noted how they believe that public service boards are an area for review, and that they can often result in a lot of conversations but little action.

Public Services Boards (PSBs) are a key area for review... Are they too broad in scope? Are they operating at the right level to drive change? A clearer mandate, better support, and more focused objectives could enhance their impact. Scrutiny of their current performance and future role would be a valuable starting point for improvement.

As with other partners they agreed that the Commissioner's work is invaluable but that there might be a need for greater resources and leverage within the office.

The Commissioner plays a vital role in championing the Act and supporting its implementation. To be truly effective, the role needs adequate resources and authority to influence policy, guide delivery, and ensure accountability. The focus should be on driving innovation and added value—not just endorsing existing work.

Summary

Since the implementation of the Future Generations Act in 2015 it is clear that it has had positive impact across the sector. Many of our partners are actively engaged, see the many benefits of implementing the act and are proud to be leading the field in the UK. People undoubtedly support the act but the message coming through is that there is more to do.

Whilst the benefits and intentions of the act are well received, there are questions that emerge, how do we make organisations more accountable? Should the commissioner be granted more powers? Has the pace of delivery been enough over the last 10 years?

From our own experience and talking to our partners, it seems clear that the scale and pace of the delivery of the Act depends on individual organisations understanding the requirements set by the Act, buying into delivering it and how they lead together with others. Where work is committed to in partnership, clear areas of collaborative work and outputs must be agreed upon by each public body, and some ownership must be taken to ensure the work does not halt unnecessarily. Tensions could also arise

between those who are more minded towards a traditional KPI approach and the different ways of working that the Future Generations Act encourages.

As well as accountability being stronger, with organisations being clear on what they have pledged to do and with clear transparency as to what has been achieved, a culture change is needed where organisations are encouraged to try new ways of doing things. The culture needs to allow staff to innovate without fear in case something new is not guaranteed to succeed and provide an environment of trust and safety to enable staff to learn from these experiences. Not every piece of work or programme can have a successful outcome, but being agile and willing to take calculated risks, will encourage an atmosphere which is more conducive to delivery of the Act.

We are aware that future trends are a priority area for the Commissioner. Using future trends work to try to understand what policy changes future generations will require is a helpful way to map services. We have written two reports in the last decade aiming to delve into trends around sport and physical activity and what future generations need to improve activity rates and access to sport. [The Vision for Sport in Wales](#) and [our Strategy](#) were also developed using these concepts. Working across sectors to develop our understanding of health and population trends within the sport space, has wider applications for other sectors.

In creating our strategy, we ensured that our Wellbeing Objectives and our Strategic Intentions were one and the same. As a result, our whole approach to delivering the Sport Wales strategy is committed towards the Wellbeing Objectives we have set. This approach, which was supported by the Commissioner's office during the design and consultation stage, has helped embed the Act in our day-to-day operations, and others may find this useful to consider how the two can be aligned.

It is clear that a public body's ability to meet its duties under the Act is down to everyone within the organisation. As we mentioned previously, procurement is a key element of sustainability; HR policies to alleviate poverty or ingrained inequalities; the ability for partners across organisations to work collaboratively for a healthier Wales, all of these and more are imperative in successfully enacted legislation. A nominated person in public bodies could be responsible for it, as there must be for the Strategic Equality Duty and the Welsh Language Standards, yet there is more that could be done to help all employees of a body understand how they can be a part of the Act's implementation.

In some of the public bodies subject to the Act, there are nearly 2,000 employees. How every one of those employees can live and breathe the values of a sustainable future for all requires some creative thought. Linking the Act to leadership and management development within Wales, which can equip staff with the tools to better understand and implement the Act with confidence may be one way to do this.

As a public body which is firmly committed to the act, we welcome this inquiry and look forward to seeing how the future generations act continues to play an important role in Wales, enabling us to deliver for people in the here and now as well as striving to improve the lives of future generations. We look forward to seeing how this inquiry develops.

The Act is unique to Wales and positions us as a global leader in sustainable development. It should serve as the foundation for all public sector activity, ensuring

that strategies and actions are aligned with long-term well-being goals. The Future Generations approach provides a clear framework for decision-making, helping organisations stay focused, measure progress, and remain accountable—provided robust benchmarking, monitoring, and evaluation systems are in place. It puts the voice of the young person at the forefront of decision making. The approach makes collaboration an essential, when it is often viewed as a nice to have. However, to maintain its relevance, the Act must be regularly reviewed and adapted to reflect evolving societal needs.

The world has changed significantly since 2015, and the Act must evolve accordingly to remain impactful. We believe that we are going in the right direction, but momentum needs to be accelerated.

Sport Wales is a champion of the Well-being of Future Generations Act with previous ideas for practical working with the office including keeping our understanding on future trends up to date; adopting the Three Horizons Framework that the previous Commissioner used which looked to work together to upskill the sport sector in modelling long-term change; proactively harnessing the voices and expertise of Young Ambassadors and also becoming a complexity-friendly organisation. We also now produce an integrated Annual Report which features all of the work we do to meet our future generations duties and ways of working alongside our other statutory requirements such as Welsh Language and our biodiversity and sustainability reporting.

Ultimately our vision is of a Wales where everyone is active. From those who don't think of themselves as sporty to those who win gold medals, we believe that everyone can have a lifetime enjoyment of sport. We want Wales to be an active nation with as many people as possible inspired to be active through sport.