



Neath Port Talbot PSB's draft well-being plan

Advice from the Office of the Future Generations Commissioner for Wales

30th November 2022

Thank you for taking the time to regularly meet with us during the 14 week statutory advice period. We've found the meetings useful and informative and hope our advice, support and feedback along the way has been helpful to you.

The statutory advice period with our office was triggered in July 2022, and your draft well-being plan was shared with us on 23rd November 2022. While later than planned, we appreciate from our discussions the work that has been ongoing to progress the objectives and steps.

As set out, the draft plan shared with us in November 2022 is in 'draft' form, with many sections having missing or incomplete information. However, we have met regularly and all draft objectives and steps are included, enabling us to provide our advice. This is set out below in relation to 1) overarching comments, 2) the five ways of working and 3) your draft well-being objectives.

1 Overarching comments

Structure and layout

As set out, the draft structure looks straightforward and easy to follow. It is good that, for communicative purposes with local residents and other interested parties, the draft helps explain the processes of the plan, makes clear links to the well-being assessment and highlights the PSB members etc - this helps improve transparency of the PSB and statutory cycles. We also note from our conversations you want the plan to be concise.

It's great to see the draft plan includes a section focused on reflection, currently titled 'Previous well-being objectives/plan reflection'. This highlights the volume of achievements over the past 5 years and that stronger relationships have developed. It's also helpful to see the reflection on how your well-being assessment was developed.

Building on this, the draft plan would be strengthened if the reflection could include some specific examples of what the PSB is most proud of and/or it has achieved to date. For example, the Vale of Glamorgan PSB have included a chapter in their draft plan titled '[What we have achieved](#)' which lists examples of progress, some of which are hyperlinked enabling readers to find out more.

Setting objectives and steps

While we appreciate that agreeing on the final wording of steps is a challenge for all PSBs, some of the steps are fairly ambiguous as set out. And while they highlight strong areas to potentially target action, it remains unclear exactly what the PSB might be planning to do and who it intends to work with. To highlight a few examples:

- What are the potential actions the PSB might be looking at to: '*Ensure that when our youngest children start school they are confident and ready to learn*' (step two, objective one)?
- Is the PSB clear on what the potential areas of intervention might be to help achieve progress against step one under objective three? It's worded as: '*Take collaborative action*



to tackle the climate emergency (adaptation and mitigation)' with no indication (at present) what this action might be or in which area it may be taken.

- *Is the PSB clear on how it would help 'Support more people to access apprenticeship, traineeship and work placement opportunities in the local area' and who it might be working with to achieve this, e.g. Regional Skills Partnerships, Universities, local business? (step two, objective four).*

As we have discussed in our meetings, some flexibility will be needed in the wording of your steps to ensure your well-being plan is able to flex and adapt to change. However, we recommend further consideration is given to whether the specific actions the PSB is proposing might be made more explicit in the final plan and we encourage you to ensure all of your steps are SMART (specific, measurable, achievable, relevant and time-bound).

Some of this detail can be contained within the supporting text in the final plan and one PSB has set this out as 'What we could do...' beneath their objectives and steps. The public consultation of your draft plan will also be a good opportunity to further refine your work to date through involvement and consultation, as well as build consensus around the draft plan.

Added value and additionality

It would be helpful to understand if the PSB is clear on the steps where the PSB feels it is 'adding value', and the steps where member organisations might be leading on already. This is something we have discussed with all PSBs and in our recent meetings.

Other key points for all PSBs to consider include: the level of ambition within their draft plans and articulating how the collective planning and action being taken now will be different to what has been done before. To share an example from another PSB, Wrexham and Flintshire PSBs have outlined what they see as the 'PSB magic' which for them means a shared commitment to testing ideas (taking a systems approach), challenging impacts, undoing blockages and enabling co-production with their communities.

Measuring progress

The draft plan shared with us says *"In our final Plan, to be published in May 2023, we will provide more information around our timescales for this work and how we will measure our progress"* and it also suggests a governance structure / evaluation framework may be included – something we would encourage.

We also noted from the 'Reflecting on the NPT PSB Well-being Objectives 2018-23' document shared with us in November 2022 that it highlighted the need for a clear vision and work plan, including timed actions and measurable outcomes to ensure that if there is a change in leadership, the goals remain clear and supported by members (recommendation 2).

In our meetings, we've discussed the challenge of showing impact and assessing progress as it was felt this was an area to be improved upon in the second well-being plan. We also noted your question on whether a step could focus specifically on measuring performance / progress.

This is a topic being raised by other PSBs we're working with and we intend to discuss it in more detail with Welsh Government to explore what support and advice can be provided. In the meantime, the PSB could explore establishing shared goals and milestones for the life of the well-being plan and beyond. [Welsh Government's national milestones](#) are a good starting point for

helping the PSB define what success might look like in your area in five, ten, fifteen and twenty five years' time.

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

You may also wish to seek the support of other organisations and networks working in this space. For example, organisations such as Data Cymru, the Centre for Thriving Places, Carnegie Trust, What Works Centres, wider academia etc.

Alignment to the local authority's well-being objectives

We note the draft well-being objectives are aligned with / based on the Local Authority's well-being objectives. The rationale provided within the draft plan is *"to progress in an efficient way and provide overarching added value as a PSB."* At least one other PSB in Wales has also taken this approach.

2 The five ways of working

We're reminding PSBs that the extent to which they successfully deliver on the actions contained within their well-being plans will largely depend on the extent to which they apply the five ways of working. While currently incomplete, it's positive to see the plan intends to include descriptions against the five ways of working against each of the four well-being objectives.

Involvement

In our meetings during the statutory advice period, the importance of involvement has been discussed a great deal. It was helpful for us to understand the intent to work with some groups for input to the draft steps, the community of practice in the area, the desire to go above the minimum requirements of the public consultation of the well-being plan, and that local forums will play a role in sharing the consultation with their groups.

We also note the importance of involvement and public engagement is reflected in the first recommendation of your 'Reflecting on the NPT PSB Well-being Objectives 2018-23' document, shared with us in November 2022.

In the draft plan shared with us, objective two is the only objective with completed text for us to base our advice on. Using this example, it's good to see the text in the ways of working table highlight the important role of involvement and co-production: *"Central to these actions is a commitment to co-production through working with people who have lived experience and those who provide the front line services."*

Strong involvement will also be important with regard to some of your other steps, such as the second step under well-being objective three to *'Encourage engagement and participation in cultural activities and the celebration and preservation of our cultural assets'* and step two under well-being objective two which states: *"By working closely with our residents and communities we will be able to identify where anyone is being left behind or unable to get the help they need..."*



To help your PSB facilitate conversations about well-being, we're reminding all PSBs that a move towards a more co-productive way of working is considered good practice and our advice is to ensure the PSB is fully committed to this way of working to help drive change in your area and demonstrate the benefits of doing so.

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

We're encouraging PSBs to undertake an exercise in identifying the individuals and groups who are best placed to involve specific communities in the well-being planning process. We also encourage you to involve your local voluntary sector organisations in this work, where there will likely be a great many examples of dedicated relationships between 'hard to reach' communities and the services they have accessed.

The most successful conversations through which to learn about how individuals and communities feel about well-being are not necessarily about well-being. PSBs should try talking to communities about what they want to talk about and drawing out the well-being messages, not the other way around.

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

Collaboration

The importance of collaboration in the area has come up in our conversations and it's clear many of the steps outlined will require strong, cross-sector collaboration. For example, your step to '*Take collaborative action to tackle the climate emergency (adaptation and mitigation)*'.

We note the reflection within the draft plan which states that "*by working more closely together we can maximise our resources and impact and are committed to this approach as we move towards our new Plan for the area.*" And it's reassuring the text in the 'Collaboration' box under objective two highlights a commitment to the "*widest collaboration not just amongst PSB organisations*".

This is good to see as collaboration should not be limited to PSB partners, as progress against your steps will require a broad range of people (across the public, private and voluntary sectors) to help deliver the change needed to improve well-being. The 'unusual suspects' sometimes have the best solutions to long-standing problems.

It will also be important for your PSB to consider a range of collaborative options that cut across organisational boundaries (and potentially sectors) to help deliver your objectives and drive real change in your area. This could include co-locating staff, breaking down traditional structures, arranging job-swaps and secondments and pooling resources.

While this hasn't come up in conversation, we also remind you that the statutory guidance (SPSF3) sets out that PSBs must ensure Town and Community Councils are fully engaged in the process of



identifying local objectives, given those that meet the criteria set out in the Act will be required to take all reasonable steps towards meeting those local objectives. Town and Community Councils can also be a useful mechanism for local involvement and collaborative action.

There may also be areas within your plan where policy leads across Welsh Government departments may be keen to discuss opportunities for regional and national interventions, and we will be happy to help connect you where you feel this would be helpful.

Integration

The Act states that well-being objectives should be integrated, i.e. you should consider how your objectives impact or could impact on each of the well-being goals. This means for each objective you will need to demonstrate that you are taking steps which maximise your contribution to each of the well-being goals.

We note page 4 of the draft plan is currently incomplete but includes the prompts: *'How will the well-being objectives impact on the Well-being Goals?' and 'Link Objectives and evidence to the Seven Well-being Goals – diagram'*. It will be helpful to see your thinking and understanding on this, and the plan will be strengthened if it can demonstrate how the action you're proposing will maximise contribution to *all of Wales'* well-being goals.

As we advise in our comments below on your well-being objectives, we encourage you to consider the interconnections between your emerging priorities to help inform your decisions about the most effective steps and who will need to be involved. For example, the opportunities to make links between your well-being objectives on the environment, economy and local communities, and the role of culture and the natural environment in improving people's start in life and well-being.

From our conversations, we understand the PSB has a good understanding of the current activity of partner organisations. This should be helping you understand the contribution they may already be making to objectives and how different this may be going forward to help your PSB drive change in the area.

You may also wish to consider if there any barriers or tensions that exist between organisational objectives of the area, and the potential steps you (or others) can potentially take to remove them.

Prevention

It's reassuring to see the text included against 'Prevention' for your second well-being objective, which states: *"By working with people and hearing from those who provide the front line support the PSB will better understand the root causes of poverty and then be better placed to identify what it can influence directly and where it needs to influence others to act."*

As we have discussed, being clear on the root causes of issues, rather than the symptoms, will help your PSB identify what the most effective preventative measures might be and when and where to intervene. We want to see PSBs exploring how they break cycles and dig deeper into data to better understand the causes and effects of key issues and trends to inform your steps.

Your recently published well-being assessment should be helping your PSB understand what it is you are trying to prevent, but we appreciate you might not know the full picture yet, hence some of your intent to work more closely with communities.



Below is a definition of prevention which may be helpful for context and in your thinking:

- **Primary prevention (PP)** – Building resilience – creating the conditions in which problems do not arise in the future. A universal approach.
- **Secondary prevention (SP)** – Targeting action towards areas where there is a high risk of a problem occurring. A targeted approach, which cements the principles of progressive universalism*.
- **Tertiary prevention (TP)** – Intervening once there is a problem, to stop it getting worse and prevent it reoccurring in the future. An intervention approach.
- **Acute spending (AS)** – Spending, which acts to manage the impact of a strongly negative situation but does little or nothing to prevent problems occurring in the future. A remedial approach.

Long-term

While there are significant pressures and challenges in the here and now, such as the cost of living crisis, we're stressing the importance of PSBs exploring and developing longer-term solutions that help address underlying causes and mitigate impacts in your communities. As the statutory guidance for PSBs (SPSF3) states *'The right balance should be struck between delivering for the short term and doing so in the context of priorities for the long term.'*

It's good to see some of the proposed steps are forward looking. For example, your step to *"Support more people to achieve the necessary level qualifications linked to the skills that local employers need now and in the future."* And while the ways of working text boxes are incomplete for three of your four objectives, we note that in relation to well-being objective two, the text included against 'long-term' states: *"There is a short term crisis and steps that can be taken to avoid more people experiencing crisis. Longer term the PSB needs to become clearer about the levers it is able to influence to contribute to a structural reduction in poverty – this will contain preventative and reactive measures."*

Having a longer-term vision for your area can help better frame your objectives and steps. In our advice to you on your draft well-being assessment, we highlighted that the analysis of future trends was relatively limited overall and advised the PSB to consider what the implications of Wales' Future Trends Report might mean for your area. Identifying the links and potential implications between the broad, high-level trends and your local context is more important than ever for PSBs.

Your proposed commitment to involvement and co-production is also an opportunity to explore some of these future trends more fully with the people and communities who may be most affected. This would help ensure their voices are being heard and give the PSB a better understanding of their concerns and priorities for action.

We have previously shared the ['Inequality in a future Wales'](#) report which highlights that climate change could increase inequalities if the impacts on different groups in society are not factored in. The second phase of this work is now complete and includes resources and tools for policymakers to implement creative future techniques to involve communities in long-term thinking. The resources are available here:

- [Creative Futuring Methods Report](#)
- [Storybook](#)

If you're finding it challenging using and incorporating longer-term data and information into your draft plan, we would encourage you to reflect on this within your plan and/or with our office directly. This will be helpful for our office, Welsh Government, Public Health Wales, Natural Resources Wales and others as we continue to work together to help identify ways we can support PSBs (and public bodies) over the next five years with futures and foresight.

3 Your draft well-being objectives

Much of the 'What we will do' section of the draft plan shared with us is incomplete with information missing and only objective two has been filled out in full (or close to full). It is good to see the structure will include a section on context and the five ways of working. Based on what has been shared with us, our advice on your objectives is below:

Well-being objective 1: All children have the best start in life

We welcome the focus of some of the steps within this objective and it's reassuring to see the recognition of both mental and physical well-being.

Building on the work to date, we encourage the PSB to explore the potential connections between the proposed actions within this objective and your other objectives. For example, how do the health outcomes you're seeking to achieve within this objective potentially align with your ambition to increase cultural participation? And how could work to improve access to (enhanced) green and blue spaces in the area help support the physical and mental health of children, young people and other people who live in and travel to the area?

It would also be very helpful to understand *who* the PSB intends to work with to make progress on these steps, as this objective will need a strongly integrated, collaborative approach. While we appreciate much of the work will be developed over the next five years (and beyond), the final plan could list potential partners (and responsibilities).

While we welcome the aim of the second step, less clear is how the PSB might achieve this, and if (for example) it can be tied to any specific attainment gaps unique to NPT and/or service provision in the area.

As you're aware, we have shared a document with you that summarises the key recommendations from the Future Generations Report 2020. This is attached again alongside this advice and is helpful for all PSBs as it outlines potential areas for collective action against all of Wales' well-being goals and specific topic areas such as skills, procurement, health etc.

For this objective, we refer you to the key recommendations in the Future Generations Report relating to 'A Healthier Wales', 'ACEs', 'A More Equal Wales', 'A Prosperous Wales' and 'Skills'.

Well-being objective 2: All our communities will be thriving and sustainable

It's good to see the areas of focus within this objective and the intent to help people within your communities. We noted from our meetings that there has been some uncertainty on what areas to focus on within a 'communities' theme, and that the PSB wants to add value, and not duplicate what might already be ongoing.

Understanding the 'A Wales of Cohesive Communities' well-being goal in full can help the PSB be clear on the areas and topics that fall within this area. Broadly speaking, the goal is about creating the conditions where people and communities can do the things that matter to them, housing,



supporting communities to be safe and well connected (physically and digitally), ensuring everyone has access to key services and valuing the role and potential community anchor organisations can play in building cohesive communities.

As currently set out, the steps within the objective are relatively narrow in their focus and wholly focused on social well-being. As above, we encourage the PSB to consider the potential connections to economic, environmental and cultural well-being and how this can help maximise contribution across *all* of Wales' well-being goals.

'How' this objective and its steps are addressed will be very important. It offers a great opportunity for the PSB to focus on preventative action to improve well-being in the area (further advice on 'prevention' included above) and it's good to see the text in the ways of working table highlight the important role of involvement and co-production.

A commitment to embedding co-production will help the PSB demonstrate how it's working *with* communities and collaborating to help identify solutions that work for people in the area. It should also help identify barriers faced by vulnerable groups on issues such as digital exclusion, language barriers etc.

From our discussions, we understand the PSB was involved in a 3 Horizons (futures) session focused on the cost of living in October 2022. It would be helpful to understand what some of the key messages from this workshop were, and if any actions or recommendations are being taken forward.

The Commissioner has also called for more purposeful action now and for future generations in her recently published paper ['Cost of Living: now and for the future.'](#) While some of these policy decisions are not within the remit of the PSB, we would encourage you to consider what is possible and the power of the PSB to advocate to Welsh Government (and others) on policy change that would benefit your communities during this crisis.

While well-meaning, the third step is not clear to anyone who doesn't know or understand the context of the work with the Bevan Foundation. We recommend this is better framed to reflect what specifically the PSB is trying to achieve.

For this objective, we refer you to the key recommendations in the Future Generations Report relating to 'A More Equal Wales' and 'A Wales of Cohesive Communities'.

Well-being objective 3: Our local environment, culture and heritage can be enjoyed by future generations

It's positive to see this objective seeking to bring together the PSB's aims in relation to the environment and culture. Building on this, the plan would be strengthened if further information could be provided on what the potential action and activities might entail for the steps. For example, is action in step one targeted at reducing emissions, renewable energy, land management, procurement, active travel or something else? We encourage you to consider what it is exactly the PSB intends to do and incorporate this into the wording and/or further information box within the plan.

The Welsh language does not feature particularly strongly in the draft plan but there are opportunities for it to be promoted through the PSB's activities such as the work on skills and apprenticeships, cultural activities and clauses within procurement contracts (for example). Attached

alongside this advice for your reference is the Welsh Language Commissioner's resource 'Considering the Welsh language in the Local Well-being Plans' which we hope you will find helpful.

You may also wish to explore some of the ways you could encourage greater participation in the activities you're outlining with the cost of living crisis in mind. For example, exploring ideas that might help provide equitable access for people in your local communities, particularly those being hardest hit.

Understanding some of the most relevant recommendations in the Future Generations Report will be helpful for this objective and we recommend you consider the recommendations set out in the following chapters: 'A Prosperous Wales', 'A Resilient Wales', 'A Wales of Vibrant Culture and Thriving Welsh Language' and 'A Globally Responsible Wales'.

We have also shared Natural Resources Wales' short paper with you which includes ideas for areas of collaborative, targeted action.

Well-being objective 4: There are more green, secure and well-paid jobs and skills across the area are improved

We welcome the focus and ambition of this well-being objective. It was also great to hear from our meetings that the area's local economic forum has been looking at the issue of climate change and that the PSB is keen to factor in a strong focus on skills, procurement and apprenticeships given some of the current and potential investments in the area.

As above, there are strong links and connections between some of the steps outlined here on skills, prosperity and the local economy, and your proposed steps under the other three well-being objectives. For example, action you're proposing to take on tackling the climate and nature emergency, support to school leavers and thriving and sustainable communities.

We encourage you to consider the links across your objectives and how some of the proposed workstreams outlined in your draft plan might come together to ensure action is targeted, integrated and adding value. While the objective includes reference to 'green' jobs, this aspect could also be better incorporated into the wording of some of the steps.

Procurement and the foundational economy have come up in our conversations and it's positive to see these areas hinted at within the wording of your draft steps. Our overarching advice on steps relating to procurement is to ensure they are SMART. We would also encourage you to start defining what good practice in this area is and consider what success would look like for the PSB in this area. Our [Procurement Report](#) and the [Wales Procurement Policy statement](#) are helpful resources.

There are opportunities to consider community wealth building and how procurement in line with the Act, as outlined within [A Journey to a Prosperous Wales](#), could contribute towards decent work, a low carbon society, your local economy, skills for the future and resource efficiency (circular economy). This may help in reducing some of the cost-of-living pressures discussed and connections could be made to your second objective on supporting communities to be thriving and sustainable.

As above, the more the ways of working are applied, the more that could be delivered. For example: involving suppliers, the community, third sector and procurement networks etc in your work; collaborating with your Regional Skills Partnership and the Swansea Bay City Deal, other PSBs and

public bodies (joint partnership agreements, regional frameworks); and integration between the different internal teams - planning commissioning, procurement, and contract management.

For this objective, we refer you to the key recommendations in the Future Generations Report relating to: 'A Prosperous Wales', 'A Wales of Cohesive Communities', 'Skills' and 'Procurement'.

Also relevant for this objective, and some of the aims of your other objectives, are the following resources:

- Public Health Wales' [resources on fair work](#).
- Our office's summary report on '[Skills and retraining for a prosperous, green and equal recovery](#)'.

Summary of activity between Neath Port Talbot PSB (NPT) and the Office of the Future Generations Commissioner (OFGC) during the 14 week consultation period

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

Date	Activity	Comments
28 th July 2022	Email from NPT	<ul style="list-style-type: none"> • Draft objectives shared with OFGC and 14 week statutory advice period triggered.
17 th August 2022	First meeting between OFGC and NPT	<ul style="list-style-type: none"> • Positive first meeting. Timescales agreed for advice period. Areas discussed included governance, local economic forum, demonstrating impact and measuring progress and engagement.
17 th August 2022	Email from OFGC to NPT	<ul style="list-style-type: none"> • Shared NRW's paper with NPT on actions the PSB can take to help address the climate and nature emergency.
27 th September 2022	Second meeting between OFGC and NPT	<ul style="list-style-type: none"> • Update from NPT, including key timescales for workshops and sign-off. • Areas discussed included Future Generations Report recommendations, local investments, engagement, national milestones and indicators.
27 th September 2022	Email from OFGC to NPT	<ul style="list-style-type: none"> • Shared summary of Future Generations Report recommendations with NPT.
18 th October 2022	Third meeting between OFGC and NPT	<ul style="list-style-type: none"> • Update from NPT on upcoming events, workshops and timescales. NPT shared well-being plan steps template. • Discussed the four objectives and emerging themes, content and structure of draft plan, wider governance in the region, sign-off and progress of other PSBs. • NPT draft steps not yet shared with OFGC, and agreed 14 week advice period deadline would be extended to accommodate.



15 th November 2022	Email from NPT	<ul style="list-style-type: none">• Shared the 'Reflecting on the NPT PSB Well-being Objectives 2018-23' document.
23 rd November 2022	Email from NPT	<ul style="list-style-type: none">• NPT shared draft well-being plan.• OFGC agreed to provide advice before PSB meeting on 6th December 2022.
30 th November 2022	Email from OFGC	<ul style="list-style-type: none">• OFGC advice on NPT's draft plan shared.



Public consultation of Neath Port Talbot PSB's draft well-being plan

Advice of the Future Generations Commissioner for Wales

Dear Neath Port Talbot PSB and supporting officers,

Thank you again for meeting with our office during the statutory advice period to help inform your draft well-being plan. As you're aware, our written advice was shared with the PSB on 30th November 2022.

Your draft well-being plan is now open for public consultation. To fulfil the Future Generations Commissioner's statutory duty of advising PSBs on how they might take steps to meet their draft objectives, this short letter represents our response to your public consultation.

Consulting on your draft well-being plan

The public consultation currently underway is an opportunity for organisations, networks and your residents to share their views on what they believe the PSB can do to improve well-being in your area. It is also an opportunity for your PSB to ensure it is applying the five ways of working in the development of the plan. For example, meaningfully involving people and collaborating with key partners and organisations, alongside using our advice and the feedback of others (from the consultation) to draw out the opportunities for prevention, integration and longer-term solutions.

We encourage you to fully consider the feedback you receive and reflect on how it can help influence the action the PSB might take to drive change in your area.

Our advice on your draft well-being plan

The structure of the draft well-being plan is clear and easy to follow. It now includes more detail than the version we provided advice on in November 2022, with more information provided under each well-being objective (particularly in relation to the steps and the ways of working), as well as contextual information about the strategic purpose of the plan and clear links to the well-being assessment for example.

Within the additional detail contained in the draft plan, it's reassuring to see examples where our advice has been taken on board and incorporated. For example, we encouraged the PSB to consider the interconnections between the emerging priorities and highlighted opportunities to make links between your well-being objectives. Within the latest draft plan, there are now links and connections being made between the well-being objectives and steps.

For example, step one under well-being objective four (circular and foundational economies) makes links to well-being objective three (local environment, culture and heritage) and states the PSB "*will ensure this work is joined up and connected.*" Similarly, step three under well-being objective three recognises the cross over to well-being objective one (economic well-being). We encourage you to continue exploring these interconnections between your priorities.

We also welcome the information set out in the five ways of working text boxes beneath each well-being objective. For example, involvement (and co-production practice) will be important for all of your well-being objectives and it's positive to see points on '*a commitment to co-production through working with people who have lived experience...*' and a commitment to '*enabling our children and young people to have a voice...*'. As we have advised, the extent to which your PSB successfully

delivers on the actions contained within its well-being plan will largely depend on the extent to which you are applying the five ways of working.

Setting well-being objectives and steps

While the latest version includes more detail, we can see there are no significant changes to the wording of the well-being objectives or steps except the first two steps under well-being objective four. We therefore encourage you to reflect upon the advice we provided on your well-being objectives and steps (dated 30th November 2022) again as you continue to refine the well-being plan.

In our earlier advice, we highlighted that some of the steps were ambiguous as set out and it wasn't clear exactly what the PSB might be planning to do or who it might work with. While it's helpful to see the latest version includes a lot more contextual information within it, this remains the case for some of the objectives and steps.

As currently set out, well-being objective three is the clearest in outlining the action the PSB is proposing to take to help drive change in the area. Against each of its four main steps, it lists eighteen bullet points where collaborative action is being targeted.

While the steps under well-being objectives one, two and four focus on significant areas for the PSB, the additional information included against each step under these three objectives is more contextual in nature and not as well defined as the third well-being objective in outlining exactly what the PSB might do together to help achieve progress.

We appreciate the PSB will be continuing to work on this detail, including taking on board the feedback you receive via the public consultation, and note the comment within the draft plan that says *"more information around our timescales for this work and how we will measure our progress" will be provided in the final plan.*

In the meantime, we reiterate our advice to the PSB to ensure the steps outlined in the final plan indicate the detail of how your objectives will be achieved and that they are specific, measurable, achievable, relevant and time-bound (SMART). You may also wish to consider if the proposed action set out against all of the steps in the final plan is consistent in layout and style across all four well-being objectives.

Maximising contribution to Wales' well-being goals

As previously advised, the PSB should consider how its proposed objectives will maximise contribution to *all* of Wales' well-being goals. While the earlier draft included prompts around the PSB's contribution to the well-being goals, the current plan does not include any information on this meaning opportunities are likely to be missed.

For example, the Welsh language does not feature particularly strongly in the draft plan but there are opportunities for it to be promoted through the PSB's activities such as the work on skills and apprenticeships, cultural activities, and clauses within procurement contracts (for example).

Next steps



While there are significant challenges in the here and now, we encourage you to be bold in the action you plan to take for your communities over the next five years. We will continue to work with our key partners to provide ongoing support to PSBs and wish to reassure you we will not be seeking to penalise PSBs for taking risks and trying things aimed at driving change.

As you continue to receive feedback via the public consultation and work collaboratively to shape your final plan, we will be happy to continue providing our advice and assistance. Please contact Jenny McConnel (your regional lead) and Christian Servini in the first instance if this would be helpful.

Office of the Future Generations Commissioner for Wales

15th March 2023



Resources

For your reference, included below is a list of our resources. These are shared for the consideration of the PSB and its delivery groups as your work on particular themes and topics takes shape:

The Future Generations Report	Summary of recommendations	Already shared with PSBs and helpful in understanding the type of action PSBs can take in relation to topics and themes.
	Setting good well-being objectives	Chapter 4 of the Future Generations Report.
	Bite-size products	Drawn from the Future Generations Report, the 'bite-size' products are tailored to areas of work such as planning, transport etc, and include the most relevant ideas and recommendations.
Implementation	Section 20 Review Maturity Matrix	A helpful tool that details steps organisations can take to further embed the Well-being of Future Generations Act and help us achieve the national well-being goals of Wales.
	The 'Future Generations Framework for Projects'	A framework for ensuring public bodies (and others) are using the Act as a framework for thinking.
Long-term	Three Horizons Toolkit	An easy-to-use guide to help public bodies think and plan better for the long-term, by keeping a clear vision and taking future trends into account.
Cost of living	Cost of living: now and in the future	While some of these policy decisions are not within the remit of the PSB, we encourage you to consider what is possible and the power of the PSB to advocate to Welsh Government (and others) on policy change that would benefit your communities.
Procurement	Procuring well-being in Wales	A review into how the Act is informing procurement in Wales, as well as recommendations for public bodies.
Climate change and inequality	Inequality in a Future Wales	Our report with Public Health Wales which highlights the future of work, changing demographics and climate change could increase existing inequalities if the impacts on different groups in society are not factored in.
	Inequality in a Future Wales, part two: Communities and Climate Change in Wales	Focussed on involvement and includes resources for policymakers to implement similar creative futuring techniques to involve communities in long-term thinking.
Skills	Skills through crisis: up-skilling and re-training for a green recovery in Wales	Analysis showing the potential of investment in green jobs and skills for a prosperous, green and equal recovery.
Decarbonisation of homes	Homes fit for the future: the retrofit challenge	Aimed at the Welsh and UK Governments, estimating the funding needed for the decarbonisation of homes in Wales, identifying funding gaps and approaches to addressing them.
Good practice	Case studies	Good examples of how the Act is being implemented on the ground across Wales.