

**Welsh Local Government Association
Sustainable Development Framework 14-15**

WELL-BEING OF THE FUTURE GENERATIONS ACT (2015)

**Welsh Local Government Association
Early Adopters Programme**

Cardiff Council

May 2015

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Section 1 – Introduction & Background

In May 2015 Royal Assent was granted to the Well-Being of Future Generations Act (FGA). This act places a statutory duty on the public sector in Wales to:

- adopt the **Sustainable Development Principle** (that decisions needs to demonstrate how they have applied long term, preventative, integrated, collaborative approaches involving key stakeholders)
- work towards seven national **well-being goals**
- focus their work on **Future Generations** (as well as current generations)
- take a central role in the establishment and scrutiny of a **Public Service Board**
- take a central role the development of a **Well-Being Plan** based on a long term needs assessment
- respond to a new **accountability framework** including reporting and review by Auditor General Wales for the National Assembly with advice from a Future Generations Commissioner

For more details of the Well-being of Future Generations Act 2015 - see (<http://gov.wales/topics/people-and-communities/people/future-generations-bill/?lang=en>)

In 2014 the WLGA developed a work programme for Early Adopter authorities and recruited 14 authorities to explore ways in which, the then Bill, might affect their work. They commissioned Netherwood Sustainable Futures and PwC to support 13 authorities and develop pan Wales activity and TYF to support Monmouthshire Council.

The Early Adopter authorities included: Blaenau Gwent, Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Powys, Swansea, Torfaen, Vale of Glamorgan, Wrexham and the three Welsh National Parks, Brecon Beacons, Pembrokeshire Coast and Snowdonia.

The aim of the programme was to develop bespoke support for each of these authorities and develop five areas of pan-Wales activity – a diagnostic tool, member training modules; officer briefings, a webinar on using sustainable development ‘upfront in management’ and WLGA website development to signpost resources for authorities responding to the Act. The programme has engaged an estimated 200+ officers and members over a 9 month period.

Cardiff have committed to becoming an early adopter of the Well-Being and Future Generations Act. Between September and January 2014 work PwC worked with the Council to undertake a diagnostic exercise via WLGA. This sought to examine which components, or elements of organisational change, were necessary for a meaningful response to the Bill. A workshop in November 2014 analysed the results of this diagnostic exercise focusing on where they needed support on meeting the aims of the Bill. A further meeting on 20th January 2015 was arranged to agree the scope of the support.

Section 2 – Scope of the Cardiff work

The key objectives of the work were to:

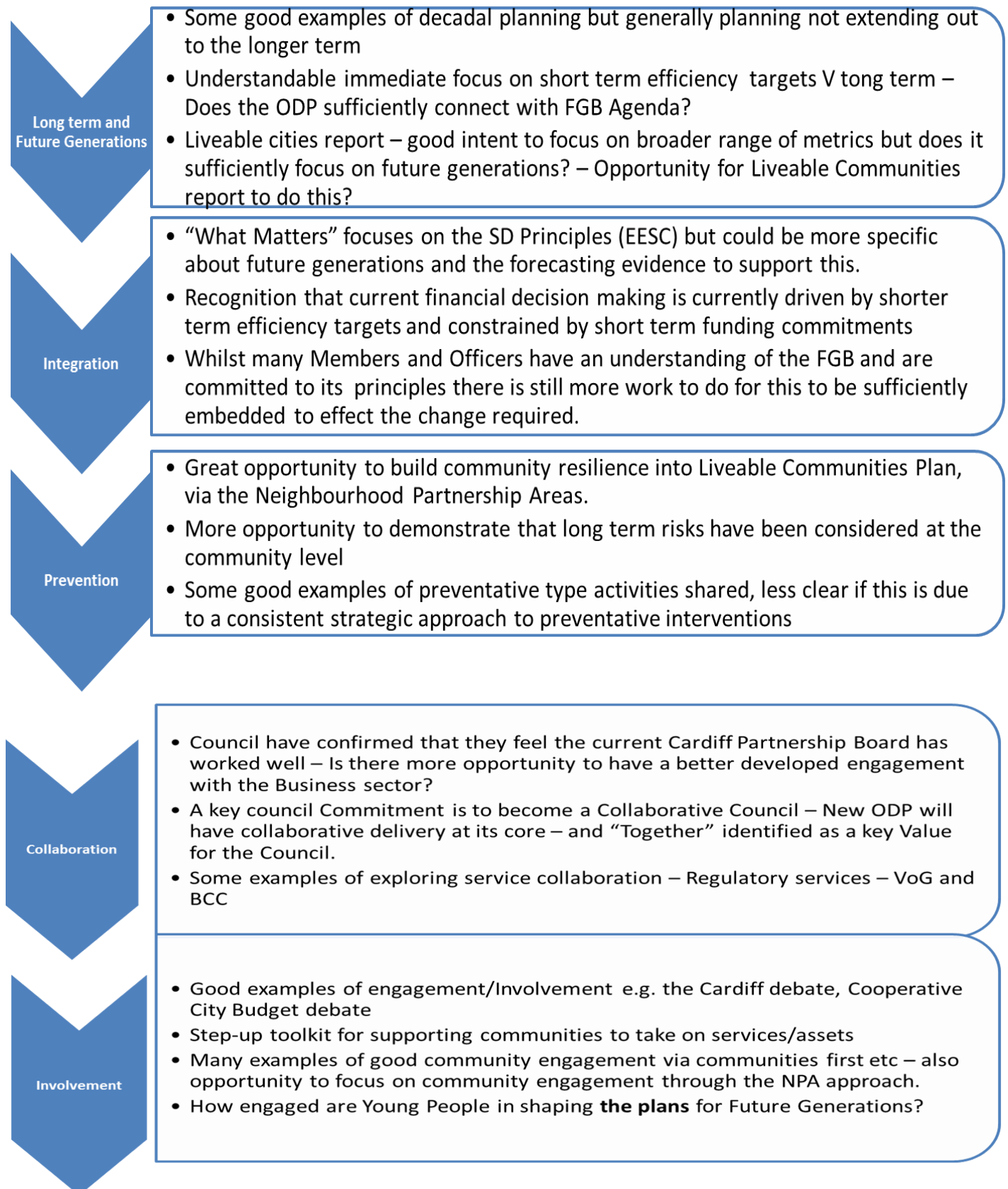
- Provide some high level oversight of the Councils Corporate Plan, Service Improvement Plan (Cardiff: What Matters) against the requirement of the Bill – identifying any opportunities for greater alignment
- Build capacity and understanding of the Future Generations Bill (FGB) & SD principles with key officers who have responsibility for developing and coordinating the 2015-16 Directorate Service Business Plans.
- To provide practical examples of how Corporate/Directorate service planning might be impacted by the FGB to help shape the proposed Welsh Government's FGB Guidance.

Our approach included:

- **Step 1** – Undertake a review of a selection of the Councils strategic documents and plans using our bespoke frame of reference (Appendix 1) including:
 - Draft Corporate Plan 2015-16
 - Cabinet Report - Visions and values and Corporate Planning
 - Cardiff “What Matters”
 - Corporate Plan Overview
 - Corporate Plan 2015-16 - Draft For Scrutiny Jan 2014
 - Liveable City Report (LCR)
 - Risk Management Strategy (RMS)
 - Other - Cardiff Partnership Website (Pound Cardiff) (CPB)
- **Step 2** – Building on Step 1 we interview a number of Key officers/members to gain an understanding of how the various strategies have been complied including:
 - Rachel Jones
 - Dylan Owen
 - Gareth Newall
 - Viv Pearson
 - Liz Lambert
 - Cllr Derbyshire
- **Step 3** - Preparation and Facilitation of a half day workshop with those responsible for drafting and coordinating the 2015-16 Directorate Service Business Plans. – (Workshop held on 9th April 2015) Workshop Output – Appendix 2.

3. Key observations from the review of Cardiff's strategic documents

The following observations were shared and discussed with the Council during the workshop on the 9th April 2015.



APPENDIX 1 – Key Questions used in reviewing Cardiff’s strategic documents

Core Review Area - FG Bill Governance	Evidence/Questions
LONG TERM AND FUTURE GENERATIONS	Long term horizon - looking beyond 2025
	A Route map (whole Council/region approach) which links actions to long term outcomes - E.g. Reshaping/service transformation plans etc.
	Undertaking a minimum of decadal planning
	Focus on the needs of future generations - Future generations are considered in key strategic plans
INTEGRATION	Framework for long term economic, environmental and social outcomes and how these aspects have been balanced
	Assesses state of economic, social and environmental well-being
	Aligns objectives and delivery across organisational silos
	Aligns objectives and delivery of partner organisations
	Informs financial/Capital/Asset investment criteria and decisions
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	Informs service delivery including the identification new SD models
	Informs fitness for purpose of/changes other strategic policy
PREVENTION	Assesses objectives related to SD principle (without compromising the needs of future generations)
	Assesses risks and opportunities from long term mega trends over the next 35 years.
	Focuses on community resilience (building resources, infrastructure, skills, employment) and building economic, social and environmental capital
	Considers long term basic needs of the population including housing, energy, food, water and essential infrastructure
	Increases self –sufficiency and contingency for local communities reducing reliance on public services.
	Climate resilience and energy security are central to collaborative work
COLLABORATION	Collaborative approach to determining long term outcomes.
	Joint evidence and data gathering. Short and long term data is used.
	LSB/PSB representation balances economic, environmental and social issues
	The framework includes neighbouring authorities as well as local and regional partners.
	Examples of collaborative service delivery delivering sustainable outcomes
INVOLVEMENT	Partner organisations and leaders represent the needs of future generations
	Future generation's needs are explored explicitly in plan formulation, consultation, scrutiny and reporting.
	Ongoing involvement of communities and communities of interest to re-shape the plan over time.
	Community consultation, including multi-generational views of both the young and old, shape the plan.

APPENDIX 2 – Key Messages from the workshop practical exercises

Exercise 1 - What might you do differently with items in your in-tray?

What might change in your approach to:	What might Change?
1. Performance challenge	
2. Data management	
3. Providing advice on business planning	
4. Presenting the evidence	
5. Conduit and co-ordination	
6. Budget	
7. Community engagement	

Tasks

1. 15 Minute Exercise to explore how current approaches to work items might change in the light of the FGBill 1-7 represent the key in tray items
2. Consider an individual point for each issue to describe how your work might change in the light of the Bill – using an example

Results

Data management

Data already becoming more qualitative than quantitative and is likely to become increasingly so – e.g. happiness – but this type of data is much harder to measure accurately and consistently

Opportunity to refine approach and streamline our data collection

Opportunity to take long term view of data need and data development areas required

Issue around sharing of data – both internally between departments and externally with our partners and the public – if data shows a negative story we tend to be reluctant to share this! Ideally would make all data (outside of data protection remit) publically available online to enable people to make informed decisions, suggestions and challenges

If an indicator is always showing red or green status then maybe we have selected the wrong indicator in the first place?

Issue with WG and data requirements – they request long term planning but also short term reporting, which leads to the selection of short term data

Performance challenge

Currently top heavy (SMT, Cabinet, Scrutiny) and needs challenge at lower levels as quality of quarterly data is currently poor – however for this to happen need all Directors to be on board in challenge role

Role of Performance Officer unlikely to change regarding performance challenge as a result of the Bill due to institutional problem around challenge

Need greater emphasis on accountability and taking responsibility for respective areas if milestones aren't achieved

Skills gap around data interrogation and challenge, particularly if we're moving towards more qualitative data trends

Central performance team

Stressed need for political and senior management support for central performance to provide 'critical friend' role to Directorate business planning process

Bill will require central performance to take more responsibility – ensuring Directorate business plans are demonstrating how they 'contribute' to well-being goals

Directorate performance

Directorates have their own agendas and are currently reactive and driven by cost cutting requirements

Will be a requirement for improved collaborative approach across Directorate business planning process

Not all Directorates are familiar with the Bill

Need 'buy in' from top on Bill to feed down to Directorates in order for Performance Officers to sell Bill within their Directorates