

REPORT OF BUSINESS & PERFORMANCE MANAGER

SUBJECT: WELL-BEING OF FUTURE GENERATIONS ACT – STATUTORY GUIDANCE

Members will be aware that the Well-being of Future Generations Act received royal assent earlier this year and the duties imposed on public bodies in Wales by this legislation take effect from April 2016.

Welsh Government has recently published draft guidance and commenced a consultation which closes on 16th November 2015.

The guidance is drafted in a user friendly way and sets out the requirements of the Act and what is expected of public bodies.

Attached to this report are the five guidance documents with the Core Guidance and the Guidance for Public Bodies being the most relevant to this Authority.

Recommendation:

Members are requested to comment on the draft guidance.

(For further information, please contact Alan Hare, Business & Performance Manager on extension 4810)

Number: WG25848



Llywodraeth Cymru
Welsh Government

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Welsh Government

Shared Purpose: Shared Future

Statutory Guidance for the Well-being
of Future Generations (Wales) Act 2015
SPSF1 – Core guidance



Further information and related documents

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Shared Purpose: Shared Future

Statutory guidance on the Well-being of Future Generations (Wales) Act 2015

SPSF 1 – Core guidance

This guidance is issued under sections 14, 22 (2) and 51(1) of the Well-being of Future Generations (Wales) Act 2015.

This document is one of four parts of the draft statutory guidance for the Well-being of Future Generations (Wales) Act 2015. You are advised to read the consultation document and SPSF1 first.

**Consultation
Document**

**SPSF 1
Core guidance**

**SPSF 2
Individual role
(public bodies)**

**SPSF 3
Collective role
(public services
boards)**

**SPSF 4
Collective role
(Community
Councils)**

Contents

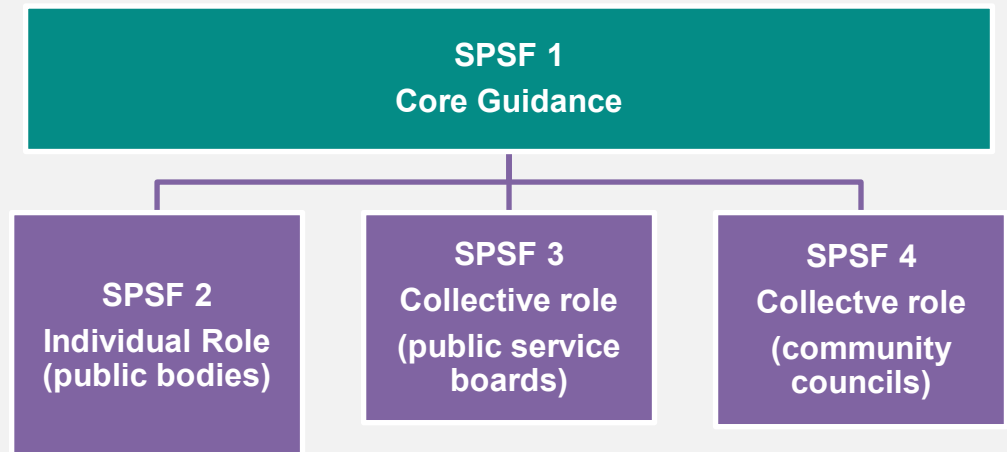
1.1 Who is this guidance for.....	3
1.1 The fundamentals	4
1.2 Well-being duty	7
1.3 Where the change needs to happen	11
1.4 Looking to the long term	12
1.5 Taking an integrated approach	13
1.6 Involving people	14
1.7 Collaborating with others	15
1.8 Prevention.....	16
1.9 Aiming for the well-being goals	17
1.10 Understanding your contribution to the well-being goals.....	18
1.11 The role of evidence	22
1.12 Common pitfalls and Shared opportunities	23
1.13 Transparency	24
1.14 Accountability.....	25
1.15 Further information.....	26

1.1 Who is this guidance for

1. This core guidance is part of a package of guidance for those “public bodies” listed in section 6(1) of the [Well-being of Future Generations \(Wales\) Act 2015](#) (‘the Act’). These are:
 - Local Authorities;
 - Local Health Boards;
 - Public Health Wales NHS Trust;
 - Velindre NHS Trust;
 - National Park Authorities;
 - Fire and Rescue Authorities;
 - Natural Resources Body for Wales;
 - The Higher Education Funding Council for Wales;
 - The Arts Council of Wales;
 - The Sports Council for Wales;
 - The National Library of Wales;
 - The National Museum of Wales.
2. Our approach to the guidance is to specifically equip those leading the change across all the public bodies listed above with the information and understanding of the Act to drive positive action so that the seven well-being goals that the Act puts in place are achieved.
3. The guidance is drafted in a user-friendly way that speaks to officials in all public bodies and in particular, you will note that the core guidance document is phrased in the second person.
4. The guidance will help you navigate the key parts of the architecture of the Act (see Diagram 1 on page 5 of SPSF 1), explaining where you fit in and how things will work together to

drive positive actions across Wales for the well-being of a sustainable Wales.

5. This guidance document has been designed in a ‘landscape’ format to enable you and your team, wherever you are in your organisation to use it practically in presentations, workshops and meetings.



1.1 The fundamentals

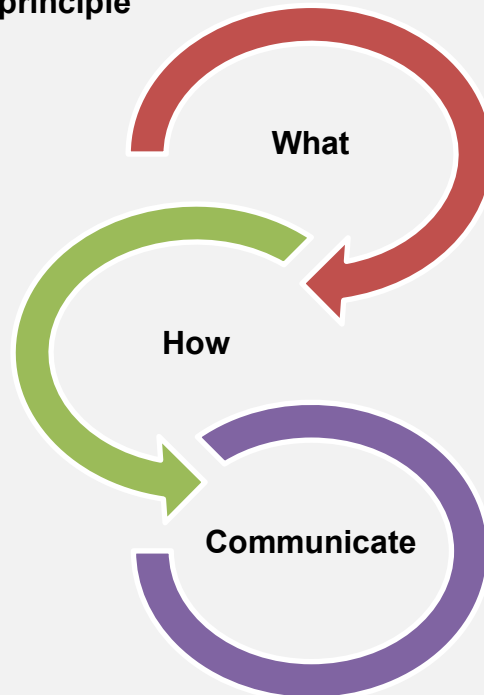
Sustainable Development

6. The Act requires you to carry out sustainable development. Section 2 of the Act defines this as:

“sustainable development” means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals

7. Therefore sustainable development is a way of doing things rather than an end in itself. The Act makes it the core principle that guides how a public body operates. Carrying out sustainable development does not mean that it is an ‘add-on’. It is how you best make sense of the responsibilities you hold.
8. You must use sustainable development to shape **what** you do, **how** you do it, and how you **communicate** (via reporting) the difference you are making to achieving the well-being goals. These are the three aspects of what you have to do under the Act.

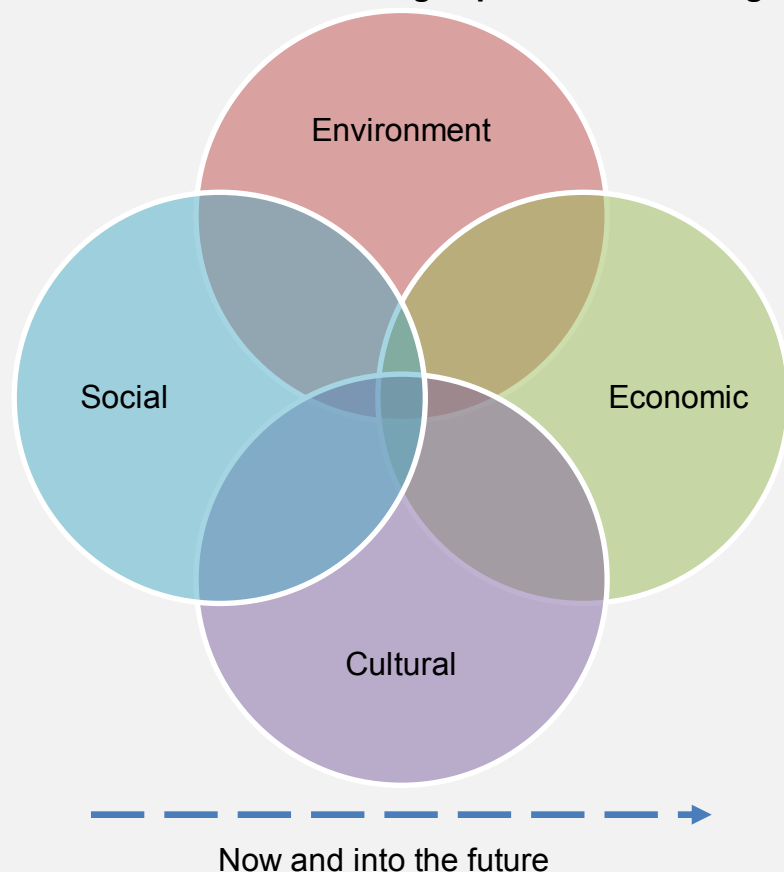
Figure 1 – Central organising principle



The What: Well-being of Wales

9. The Act provides for a shared purpose through seven well-being goals for Wales. These well-being goals are indivisible from each other and explain what is meant by the well-being of Wales.
10. Sustainable development is essential for improving well-being. If we do not carry out sustainable development we limit our potential to improve the well-being of Wales and therefore the well-being of individuals.
11. Sustainable development is about acknowledging that there are many things that determine a person’s quality of life (their well-being), and that these can, in the first instance be categorized as environmental, economic, social and cultural factors. This means that improving the quality of our environment, our economy and society and culture should also be a focus for action.
12. The Act therefore provides a clear definition of sustainable development and what well-being means for Wales. Lack of clarity about these terms can no longer be used as an excuse for inaction.
13. Further guidance on the well-being goals can be found in Section 1.10 (p18) in this guidance.

Figure 2 – The four interlocking aspects of well-being in Wales



The How: The sustainable development principle

14. The sustainable development principle is a fundamental part of how public bodies and public services boards should operate. *You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle.*

15. The principle is made up of **five key ways of working** that public bodies are required to take into account when applying sustainable development. These are:-

- Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
- Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
- **Involving** a diversity of the population in the decisions that affect them;
- Working with others in a **collaborative** way to find shared sustainable solutions;
- Understanding the root causes of issues to **prevent** them from occurring.

16. Detailed guidance on these can be found in Section 1.5.

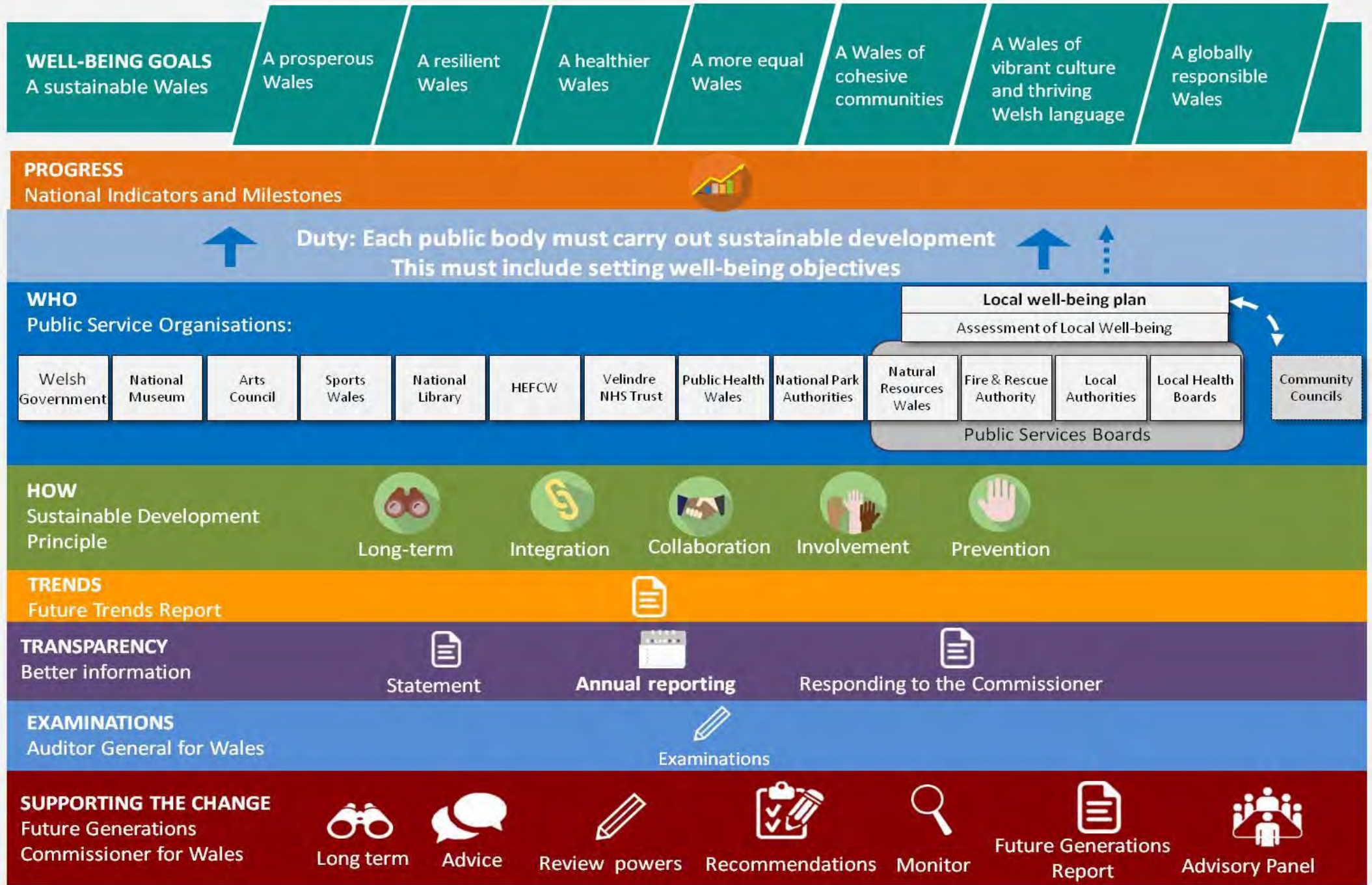
Communicating: Explaining your proposals and what you have done

17. The importance of communicating what public bodies propose to do and the progress they have made is required by the Act. This will also help to improve transparency. Detailed guidance on this can be found in Section 1.10.

How do you fit? : The architecture of the Act

18. Diagram 1 provides an illustration of the main parts of the Act and how they fit together. This guidance document together with guidance documents SPSF 2, 3 and 4 will help you navigate the provisions of the Act. A brief summary of the key parts of the Act and where you fit can be found overleaf.

Diagram 1 – The architecture of the Act



1.2 Well-being duty

Individual well-being duty on public bodies

19. Part 2 of the Act places a well-being duty on public bodies:

(1) Each public body must carry out sustainable development.

(2) The action a public body takes in carrying out sustainable development must include –

a) setting and publishing objectives (“well-being objectives”) that are designed to maximise its contribution to achieving each of the well-being goals, and

b) taking all reasonable steps (in exercising functions) to meet those objectives.

20. This means that for public bodies the core duty in the Act (Well-being duty) is that you must set well-being objectives that maximise your contribution to achieving the well-being goals. In doing so, take all reasonable steps to meet those well-being objectives, in accordance with the sustainable development principle.

21. The other duties that apply to individual public bodies are outlined in the remainder of this document, with detailed guidance provided in SPSF2.

22. It is fundamentally important that the requirements of the Act are not seen as ‘an additional layer’ to existing activity. For example, the setting of well-being objectives should be the primary way in which a public body sets priorities; it should not take place in addition to an existing process.

23. In order for public bodies to effectively carry out sustainable development the requirements of the Act should be embedded within existing corporate processes – for example:

- The setting of well-being objectives should take place through a corporate planning process, and be reflected in a corporate plan (or equivalent);
- Reporting on progress toward meeting objectives should take place through a corporate reporting process, and be reflected in an annual report (or equivalent).

Collective well-being duty on public services boards

24. Section 36 of the Act sets out the well-being duty on public services boards.

(1) Each public services board must improve the economic, social, environmental and cultural well-being of its area by contributing to the achievement of the well-being goals.

(2) A public services board’s contribution to the achievement of the well-being goals must include-

- a. assessing the state of economic, social, Environmental and cultural well-being in its area,
- b. setting objectives (“local objectives”) that are designed to maximise its contribution within its area to achieving those well-being goals, and
- c. the taking of all reasonable steps by members of the board (in exercising their functions) to meet those objectives.

(3) Anything a public services board does under this section must be done in accordance with the sustainable development principle.

25. This means that for public services boards the core duty in the Act (well-being duty) is that it sets well-being objectives that are designed to maximise its contribution within its area to achieving the well-being goals and takes all reasonable steps, by one or more members of the board, to meet the objectives.
26. A local well-being plan can include objectives that are also the well-being objectives of a public body that is a member of the public services board.
27. The other duties that apply to public services boards are outlined in the remainder of this document, with detailed guidance provided in SPSF4.
28. Diagram 3 (below) explains the main parts of the well-being duty for public bodies and for public services boards. Each of the

elements of the duty are then explained in further detail in SPSF2 (Individual role – public bodies) and SPSF3 (Collective role – PSBs)

29. Diagram 4 (below) explains how the other parts of the Act relate to public bodies and to public services boards. Each of these are explained in further detail in this document and, where relevant, in SPSF2 (Individual role – public bodies) and SPSF3 (Collective role – PSBs).

Diagram 3 - The key parts of the well-being duty for public bodies and for public services boards

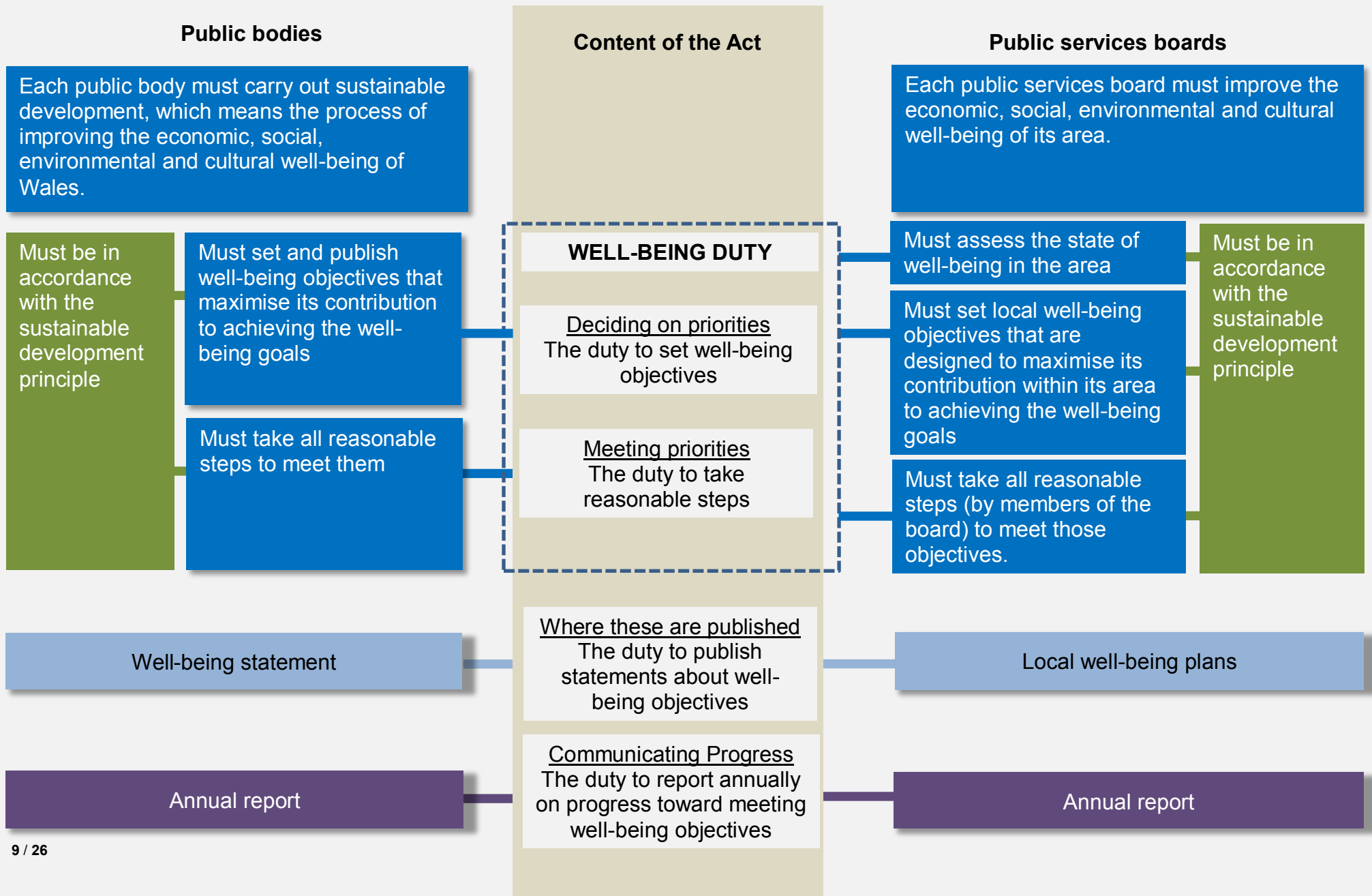
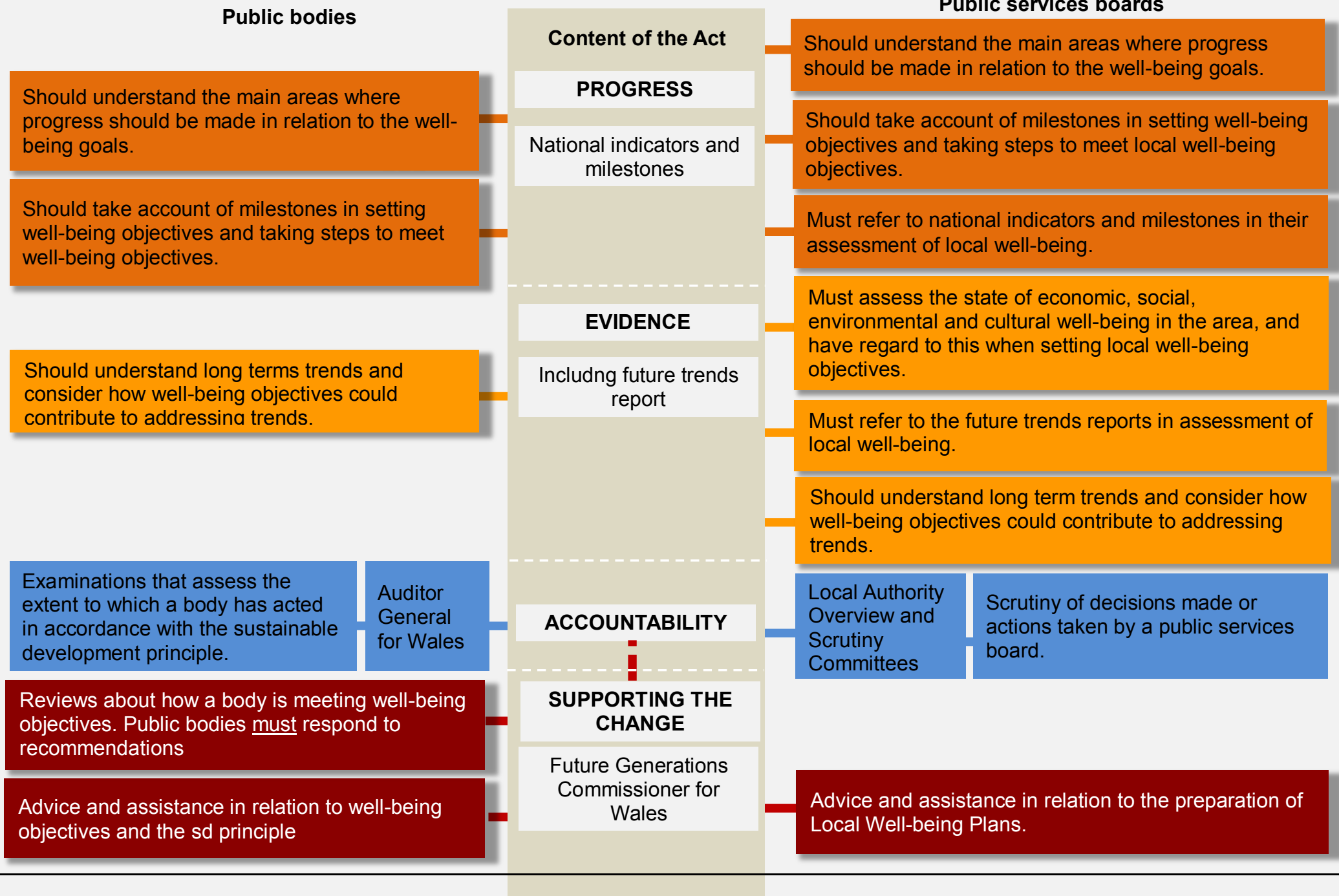


Diagram 4 - How other elements of the Act relate to public bodies and to public services boards



1.3 Where the change needs to happen

30. The application of the sustainable development principle and the reach of the well-being objectives mean changing the ways in which you work. To illustrate this, we have listed below a core set of activities that are common to the corporate governance of public bodies. Applying the Act to those activities is likely to most effectively secure the type of change it is attempting to achieve.

- **Corporate planning** – Public bodies should ensure that where there are corporate plans or arrangements for such plans that the well-being objectives you set are part of this process. They must not be an ‘add-on’ to what drives your organisation.
- **Risk management** – There will be long term risks that will affect both the delivery of your services but also the communities you are enabling to improve. Use the well-being goals to frame what risks you may be subject to in the short, medium and long term.
- **Workforce planning** – The change envisaged by the Act will be supported by a workforce with the right skills and support, and will be instrumental for the transformation expected. Ensuring your workforce is fully engaged in this change, in order to adapt to the changing needs of our society, will be a critical success factor.
- **Performance management** - The well-being objectives should frame the way that a public body contributes to the well-being goals and the role of performance management is to enable this to be measured and communicated (via reporting). Tools and frameworks will need to be adapted by public bodies to measure the extent this is happening. Results Based Accountability is one of the tools that can help public bodies adapt their business processes in line with the Act.

- **Financial planning** - Applying the sustainable development principle to our financial planning should mean that public bodies ensure the needs of the present are not met without compromising the ability of future generations from meeting their own needs. This will address the tendency for short-term priorities to overtake long-term interests. It is expected that financial planning is more closely geared to this whilst also looking to take preventative action when this is appropriate.
- **Procurement** - The role of procurement will be an important part of how a public body allocates resources under the Act. It is expected that public bodies comply with their existing legal obligations in relation to procurement and that they also apply the Wales Procurement Policy Statement which adopts the Sustainable Procurement Task Force's definition of sustainable procurement. This sets out the procurement practices and the specific actions expected of every public sector organisation in Wales.
- **Assets** - The Act will enable public bodies to strengthen arrangements for the effective management of their assets so that they can be used for the benefit of our communities; enabling them to be used over the long-term with safeguards in place for their retention at the community level. Through collaborative working, public bodies should identify opportunities to be used in ways that improve the well-being of Wales.

31. Each of the five ways of working (the sustainable development principle) can help you improve each of these core parts of how you are governed. You may wish to look at these as part of any ongoing review, or carry out a new review to see if these are ‘fit for purpose’. The learning from the Early Adopters programme has shown how the use of a ‘diagnostic’ tool has enabled Local Authorities to identify the opportunities for corporate change.

1.4 Looking to the long term

What is the requirement?

32. Section 5 of the Act states:

A public body must take account of...

(a) The importance of balancing short term needs with the need to safeguard the ability to meet long term needs, especially where things done to meet short term needs may have detrimental long term effect.

Why we need to work in this way

33. The intended effect of long term thinking is that you are aware of, and address, the well-being of future generations whilst addressing the needs of the people you currently serve.

34. The Act does not prescribe the time period meant by long term. A useful reference point is that a generation is considered to be about 25 years. It is expected that public bodies and public services boards will look at least 10 years ahead, although best practice would be to look 25 years ahead.

35. There may have been some weaknesses in how organisations have taken account of the long term in the past, including:

- ✗ Priority setting that only focuses on the short term (3 – 5 years ahead);
- ✗ Consideration of risks that is only related to immediate (short term) risks;
- ✗ Reluctance to consider the long term due to uncertainty about future trends.

How to take account of the long term

Approaches that public bodies and public services boards should take as part of responding to the Act include:

✓ *Corporate planning*

Whilst you will still need to set priorities for the short term, ensure that these also take account of the long term (10 – 25 years);

It may be helpful to consider your priorities in different scenarios in the long term.

✓ *Evidence and understanding*

Ensure that you understand the potential long term effects of your decisions (positive effects and detrimental effects);

The future trends report will be a useful source of information to help you understand the long term drivers affecting the well-being of Wales and the communities you serve.

✓ *Risk management and preparing for the future*

In looking to the future public bodies have to deal with uncertainty. This involves understanding the present needs and considering future needs and how these will change what you do. Ensure that your approach to risk management includes long term risks and challenges.

You could use the well-being goals to frame discussion of what risks you could face in the short, medium and long term.

✓ *Service planning*

Consider the long term role of the services you provide as well as what they deliver for your current service users.

1.5 Taking an integrated approach

What is the requirement?

36. Section 5 of the Act states:

A public body must take account of...

- (b) The need to take an integrated approach, by considering how –
- i. The body's well-being objectives may impact upon each of the well-being goals;
 - ii. The body's well-being objectives may impact upon each other public bodies' objectives, in particular where steps taken by the body may contribute to meeting one objective but may be detrimental to meeting another.

Why we need to work in this way

37. Only an approach that makes the connections between, and effectively integrates economic, social, environmental and cultural challenges, will maximise each public body's contribution to achieving the well-being goals.
38. The purpose of taking an integrated approach is to ensure that you recognise the interrelationship that exists between the seven well-being goals and your priorities for action, as expressed through well-being objectives.
39. There may have been some weaknesses in how organisations have taken an integrated approach to date which can result in :
- ✗ Silo working – focusing on specific issues without seeing their connections with other issues.
 - ✗ One part of an organisation making decisions that negatively impact on another part.
 - ✗ Looking at impacts separately and at different times (in particular when carrying out impact assessments).

40. Integrated thinking will support an integrated approach to impacts and reporting (see section 1.13 below).

How it can be done

Approaches that public bodies and public services boards should take as part of responding to the Act include:

- ✓ *Evidence and understanding*
Undertake the exercise outlined in Table 1 to understand your current and potential contribution to the seven well-being goals.
- ✓ *Corporate planning*
Consider how your priorities (well-being objectives) impact on one another and on the well-being objectives of other organisations.
- ✓ *Governance*
Ensure that your governance structures enable different parts of the organisation to work together on setting well-being objectives and taking all reasonable steps to meet well-being objectives.
- ✓ *Impact assessments*
If you are required to undertake any impact assessments (either statutory or non-statutory) consider how these could be integrated with consideration of your contribution to the well-being goals.
- ✓ *Performance management*
Consider how performance management could reflect the contribution being made to all of the well-being goals.

1.6 Involving people

What is the requirement?

41. Section 5 of the Act states:

A public body must take account of...

- (c) the importance of involving other persons with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of –
 - i. Wales (where the body exercises functions in relation to the whole of Wales), or
 - ii. The part of Wales in relation to which the body exercises functions.

Why we need to work in this way

- 42. Effective involvement of people and communities is at the heart of improving well-being for both current and future generations.
- 43. Within the existing legislative context, for the most part, there are already specific provisions for community engagement and consultation on certain activities carried out by organisations.
- 44. The Act is clear that public bodies must ensure that the people you involve reflect the diversity of the population that you serve. This entails involving the people and communities whose well-being you are seeking to improve. There may have been some weaknesses in how organisations have involved communities in decision making in the past in particular. Opportunities for engagement only enable certain groups of people to be involved, which do not reflect the diversity of the overall population.

How it can be done

- 45. It is vital to factor people's needs, ensuring the engagement is meaningful and effective. As a result there is considerable variety

in how public bodies work with communities across Wales. It would therefore be unhelpful to prescribe one particular model of involvement. The Welsh Government has established principles for working with communities and you are encouraged to apply the National Principles for Engagement.

- 46. Engagement with children and young people should be an essential part of involving people. The National Participation Standards for Children and Young People are commonly agreed 'core principles' of participation which indicate what they should expect from the service they are involved with.

Approaches that public bodies and public services boards should take as part of responding to the Act include:

- ✓ *Evidence and understanding*

Understand the diversity of the population you serve.

At the local level this could be addressed through the assessment of local well-being, please see SPSF 3.

- ✓ *Corporate planning*

Provide opportunities for a diverse range of people and communities to influence decisions about priorities (well-being objectives).

- ✓ *Service planning and delivery*

Involve people and communities in decisions which may change the services you provide to them.

- ✓ *Management of assets*

Involve people and communities in decisions about the management of assets, so they can be used for the benefit of communities.

1.7 Collaborating with others

What is the requirement?

47. Section 5 of the Act states:

A public body must take account of

- (d) How acting in collaboration with any other person (or how different parts of the body acting together) could assist the body to meet its well-being objectives, or assist another body to meet its objectives.

Why we need to work in this way

48. No single organisation is accountable for improving the economic, social, environmental and cultural well-being of Wales. Each of the public bodies listed in the Act has a role to play in improving well-being and sharing responsibility for achieving the well-being goals.
49. The purpose of taking a collaborative approach is to recognise the different roles that public bodies play in tackling long-term challenges, and to ensure actions by public bodies are complimentary therefore maximising their collective impact.
50. Whilst the Act establishes public services boards as a statutory mechanism for collaboration on a local authority level, public bodies are also expected to find advantages and opportunities to collaborate with one another, in addition to any involvement with public services boards.
51. There may have been some weaknesses in how organisations have collaborated in the past, including:

- × Making decisions to address challenges, without consideration of whether any other organisation faces the same challenges.
- × Decisions being made in different parts of a single organisation that independently try to address the same challenges.

52. Taking a collaborative approach to problems and solutions works better if combined with the involvement principle. This means working with communities to find sustainable solutions.

How it can be done

Approaches that public bodies and PSBs should take as part of responding to the Act include:

✓ *Evidence and understanding*

Understand the roles of other public bodies in contributing to the achievement of the well-being goals (their well-being objectives)

Use this knowledge to ensure that collaboration takes place when there is a clear need to address the same challenge or prevent priorities acting against one another.

✓ *Service planning and delivery*

Consider when services could be delivered in collaboration with another public body, in order to address a shared challenge.

✓ *Workforce planning and governance*

Consider how your organisation could be structured and governed in order to enable different parts of the organisation to work together on setting well-being objectives and taking all reasonable steps to meet well-being objectives.

1.8 Prevention

What is the requirement?

53. Section 5 of the Act states:

A public body must take account of

(e) How deploying resources to prevent problems occurring, or getting worse may contribute to meeting the body's well-being objectives, or another body's objectives.

Why we need to work in this way

54. Understanding the underlying causes of the problems people and communities face can help us find different solutions, intervening early and preventing problems from getting worse or arising in the future. But this is not just about addressing problems – it is about finding enabling solutions and early interventions at the right time to make progress in achieving the well-being goals.
55. Through seeking to take action earlier, rather than wait for crisis trigger points to be reached, public bodies can for example support people to prevent a significant deterioration in their well-being. This also requires better *collaboration* and taking an *integrated* approach to the factors that affect well-being.
56. It is an approach that can offer social, economic, environmental and cultural benefits when part of an integrated approach to decision making. Examples include the Welsh Government's targeted early years programme and the frailty projects in Wales.
57. Weaknesses in how decisions have been made in the past include:-

- ✗ Decisions only react to problems and challenges that currently exist, and do not consider the causes of these problems.
- ✗ Problems and challenges have been viewed in isolation.
- ✗ Governance structures may have not enabled innovative or new approaches to be taken, including preventative approaches.

How it can be done

Approaches that public bodies and public services boards should take as part of responding to the Act include:

- ✓ *Evidence and understanding*
Understand the 'cause and effect' of problems and challenges that your organisations faces, and how these link to the roles of other public bodies.
- ✓ *Corporate planning*
Through the process of setting your well-being objectives consider how your priorities can be focused on preventing problems from occurring or getting worse, as well as reacting to problems.
- ✓ *Financial planning*
Ensure that financial planning includes consideration of when investment could support preventative action ('preventative spend')
- ✓ *Governance*
Ensure that governance structures enable and support new, innovative approaches such as the piloting of preventative approaches.

1.9 Aiming for the well-being goals

58. Section 4 of the Act sets out the seven well-being goals that you are expected to maximise your contribution to. For ease of reference we have repeated the well-being goals below.
59. They provide clarity about the shared purpose of public bodies and provide a framework for focusing the work of public bodies on outcomes and Delivery for the long term well-being of Wales.

Goal	Description of the goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

60. These well-being goals will be measured through the publication of national indicators and milestones. These are not indicators to

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

measure the performance of individual public bodies, but progress towards achieving the well-being goals.

1.10 Understanding your contribution to the well-being goals

What do the well-being goals mean?

61. Public bodies subject to the provisions of the Act do not exist in isolation. You are part of the wider economic, social, environmental and cultural fabric of Wales and each body can contribute to the well-being goals.
62. The well-being goals provide for a national set of well-being outcomes for public bodies to contribute to achieving. This is the shared purpose. Under the Act you are required to maximise your contribution to achieving each of the well-being goals through the setting of well-being objectives.
63. There is no single public body that is accountable for the achievement of all the well-being goals. This is about collective accountability of each public bodies (and public services boards) contribution to the achievement of the well-being goals. Further advice on accountability can be found in section 1.10.
64. In many cases the well-being goals and the descriptions under them have existing mechanisms for action, for example under existing legislation such as the Climate Change Act 2008 or the Equality Act 2010). In addition, there are policy approaches in practice such as the tackling poverty, health in all policies or the natural resource management approach which also helps to explain further what the descriptions mean in practice. It is not appropriate for this guidance to repeat or re-interpret these explanations.
65. Within the public service the use of outcome based working has been promoted so that public bodies focus more on outcomes and the quality of delivery, rather than just the amount of activity being delivered.

Contributing to the well-being goals

66. The Act does not define what contribution you should make. This is for you to determine.
67. The process of setting of well-being objectives will be the primary means by which an individual public body understands what that contribution is. The well-being statement will be the means by which you communicate how you have designed these well-being objectives to **maximise** your contribution.
68. You are best placed to understand your contribution to making Wales and the communities you serve more sustainable.
69. You will be expected to demonstrate that you have understood your contribution. The table below provides guidance on how this can be done.

Table 1 : Understanding your contribution

Public Bodies are expected to show that you have:

A	<p>Identified the functions that you exercise that can best contribute to all of the seven well-being goals</p> <p><i>What is our purpose and what are our current functions and duties?</i></p>
B	<p>Understand your current contribution</p> <p><i>Where do we currently make a contribution?</i></p> <p><i>Are there well-being goals that we contribute more to, than</i></p>

	<i>others?</i>
C	Understood your potential contribution <i>What more could we do?</i> <i>What could we do differently to make a better contribution?</i>
D	Identified the opportunities for maximising your contribution (making a greater contribution) <i>How do we turn our potential contribution into action through the well-being objectives we set and the steps we take?</i>

How the well-being goals work together

70. The well-being goals must be considered as an integrated set of seven to ensure that the relevant links are made in the context of improving the economic, social, environmental and cultural well-being of Wales. Where there are perceived conflicts between the well-being goals, the application of the sustainable development principle will be taken into account and thereby help you find the most appropriate solution.
71. For practical purposes public bodies may consider looking at each well-being goal in turn to identify how their well-being objectives can contribute. This does not mean looking at the well-being goals in isolation as there are often dependencies between the well-being goals.
72. Bodies may use different techniques or existing tools to understand how the well-being goals work together. A useful way of understanding the integrated nature of the well-being goals is to put a common issue at the centre of the well-being goals to see what the connections are. This could include:-

- A. Public bodies – All public bodies subject to the Act can contribute to the well-being goals in different ways. Table 1 shows how this can be done.
- B. Places – Taking a place-based or community-based approach to the well-being goals can help understand where the opportunities are and where well-being objectives or actions focus on a particular community. Each place/community will have different economic, social, environmental and cultural aspects to them that are captured through the well-being goals.
- C. Challenges – Some of the challenges Wales faces can be tackled through the well-being goals. For example:-

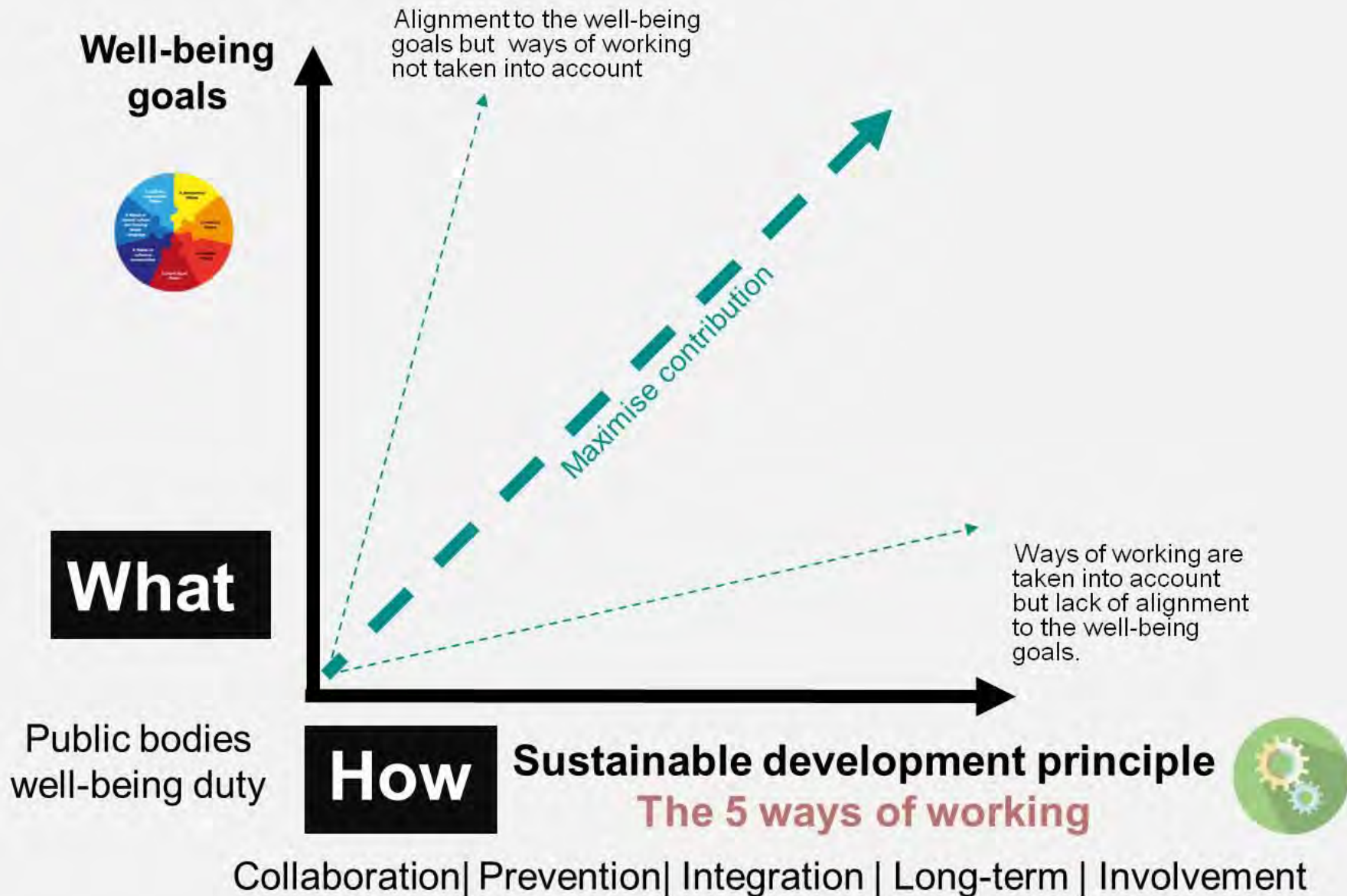
Poverty - Achieving the well-being goals can help tackle poverty as it helps you identify where the main drivers of poverty exist, how they work together and what opportunities there might be.

Health inequalities – There are many determinants of health that derive from our environment, society and economy. This includes poor air quality, nutrition, access to green space and income. The well-being goals can be used to understand these connections and find sustainable solutions.

How to maximise your contribution

73. Public bodies must apply the five ways of working in the sustainable development principle to maximise their contribution to the achievement of the well-being goals.
74. Public bodies that make every effort to take into account all the five ways of working will be able to confidently communicate through their well-being statement. They will also be able to report on how they have complied with the duty and the contribution they are making. Diagram 1 on page 4 provides an illustration of the connection between the five ways of working and the contribution to the well-being goals.

Diagram 5- A guide to maximising your contribution (and dealing with perceived conflicts)



Making a positive contribution to global well-being

75. One of the new opportunities the Act provides is to help Wales become more globally responsible. This is important in the context of the new United Nations Sustainable Development Goals and the emphasis on national and sub-national action. The ‘Transforming our World : The 2030 agenda for sustainable development’ that is due to be agreed at the UN Summit in September sets out 17 goals and 169 targets for action for “people, planet, prosperity, peace and partnership” This provides the context to Wales’ contribution to this global agenda.
76. The Welsh Government and public bodies subject to the well-being duty operates within a UK, EU and international context, and therefore has a direct and indirect role in supporting and contributing to international obligations. This recognises that in an inter-connected world what we do in Wales can have positive and adverse impacts outside of Wales. Collectively Wales can also make a positive contribution to the achievement of the United Nations Sustainable Development Goals covering the period 2015-2030.
77. Taking an integrated approach to the well-being goals recognises that there may be actions taken by public bodies to contribute to the well-being goals that also have a positive contribution outside of Wales. Mapping these through the process of setting well-being objectives is advised.
78. The integrated nature of the well-being goals is also important as for many of the well-being goals there will inevitably be indirect benefits for global well-being. Climate change is an example of action that benefits both people and communities in Wales, but also the wider global effort to tackle the causes of climate change and deal with its effects.

What are the positive impacts on global efforts?

79. To provide clarity on the matters that public bodies should take account of it is suggested that bodies may wish to focus their attention on two areas:
- A. Decarbonisation – This means reducing energy demand, increasing energy efficiency and the use of sustainable energy sources deriving from the assets and infrastructure of public bodies.
- Support is available through [Resource Efficient Wales](#) on using Resources (energy, materials and water) more efficiently.
- B. Sustainable consumption and production – Through the procurement of products and services. This means looking at the way in which you procure goods and services to understand the global impact. This includes areas such as waste (see Towards Zero Waste, food and the sustainable management of natural resources.

The role of the national indicators and milestones

80. The national indicators and milestones once published can help public bodies understand further the nature of the change expected in achieving the well-being goals. National indicators may be qualitative or quantitative, and may also be collected in a way that allows for them to be disaggregated to any part of Wales.
81. They should be considered as useful evidence to assist public bodies in deciding on their well-being objectives and the steps they wish to take to meet their well-being objectives. The milestones will be useful for understanding the progress needed.
82. Please note that the national indicators are there to measure the progress made at a Wales level and are not designed to measure the individual performance of individual public bodies or public service boards.

1.11 The role of evidence



83. Dealing effectively with the challenges of the 21st century and maximising the opportunities this brings means having good evidence available to guide policies, actions and interventions. Collaborative work to gather and share evidence, at the appropriate level (international, national, local and community), is an important part of the change. You are encouraged to look at your evidence capacity and capability in preparing for the Act.
84. The application of the 5 ways of working will help you gather better evidence and find the best solutions.
- A. *Long-term* – This means a better understanding of the long term implications and what this might mean for future generations. This can be through techniques that generate future scenarios or plausible descriptions of the risks, challenges and opportunities public bodies may face in the future.
 - B. *Integration* – This means a better understanding of the relationships and dependencies between the environment, economy, society and culture (including global).
 - C. *Prevention* – This means collecting evidence that understands the root causes of issues and where efficiency gains can be realised.
 - D. *Involvement* – Using what people say and think can help identify innovative solutions, and opportunities for shared delivery.
 - E. *Collaboration* – Better evidence on what others are doing, how that might impact on your well-being objectives, or where efficiencies can be made.
85. There will already be structures in place for you to tap in to so that you have access to the right evidence at the right time. Examples include the Public Health Improvement Research Network.
86. The Act provides for new national and local evidence, which public bodies are strongly encouraged to consider. These are:
- A. Future trends report (which incorporates the UK Climate Change Risk Assessment);
 - B. National indicators (updates through the annual well-being report);
 - C. Assessments of local well-being assessments [please see guidance in SPSF 2 Collective role), public services boards].
87. Other legislation may provide evidence on specific issues, for example the evidence collected as part of an equality impact assessment. If passed, the Environment (Wales) Bill will also provide new national and local evidence through the State of Natural Resources Report (national) and the Area Statements (local).

How to use evidence

- ✓ You consider evidence of the long term trends for Wales and for your communities in planning priorities and making decisions.
- ✓ Where there are gaps in evidence you look for opportunities to fill them.
- ✓ Public bodies collaborate to share evidence on long term trends, including through developing agreements on data sharing.

1.12 Common pitfalls and shared opportunities

88. Successful 'sustainable' public bodies will embrace the opportunities afforded by the Act and will avoid the following common pitfalls in understanding the Act.

Common pitfalls

- × *"There is a hierarchy of well-being goals"* - Only looking at 1 or 2 of the well-being goals. This must be avoided. Public bodies must consider all seven of the well-being goals in the first instance [See section 1.12 of this guidance to help you understand the contribution you can make]. This is not about balancing; it is about finding multiple benefits where they exist.
- × *"I can only contribute to one of the well-being goals"* – Each public body has been identified because they can contribute to all of the well-being goals.
- × *"I can justify how I applied the five ways of working"* - The most effective public bodies will use the five ways of working to shape what you do, rather than justify what you have decided. This means a focus up front and throughout the policy or decision cycle. Many public bodies will have experience of policy related impact assessments which you can draw on. This must not be a 'tick-box'.
- × *"We added sustainable development on to our long list of issues"* - Public bodies that view sustainable development as

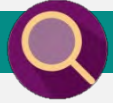
an 'add-on' will fail to demonstrate clearly how you have complied with the duty to 'carry out sustainable development'. Taking this view will lead to a tick box approach and add additional burden to the body.

- × *"This is just about the environment"* - The most effective public bodies will understand that this is not just about the environment, and that it is about understanding the often complex, but real interconnections between our environment, our economy, our society and culture. [See Diagram 1 on page 4]
- × *"The NHS is for a healthier Wales so I don't need to worry"* - The NHS cannot on its own deliver better health and well-being across society. All public bodies under the act are well-placed to take forward action on the social, economic and environmental determinants of individual health and well-being.

Shared opportunities

89. The Act provides opportunities for you to bring together actions and commitments from other legislation and programmes.
90. It provides an opportunity for public bodies to consider how other supporting duties can be discharged in a more integrated way. It does not remove or amend existing statutory duties and in exercising your functions under the Act public bodies will have to ensure that you are meeting your respective duties.

1.13 Transparency



91. Effective transparency is one key part of improving the delivery of public bodies. The Act changes the nature of transparency by requiring you to communicate and explain:-

- how and why priorities are chosen (well-being objectives),
- why decisions were taken (taking all reasonable steps to meet objectives);
- what difference this has made (reporting).

Communicating individual public bodies' priorities (Well-being Statement)

92. Section 7 of the Act requires that when publishing well-being objectives, a public body must also publish a well-being statement. This should explain why you consider that meeting the well-being objectives will contribute to the achievement of the well-being goals and how the sustainable development principle has been applied amongst other matters. Further guidance is available in SPSF 2 for public bodies.

93. The purpose of the well-being statement is to clearly set out what well-being objectives have been set by a public body and how the body will meet them.

94. The Act does not prescribe the format of the well-being statement. As set out in section 1.5 of this guidance it is important that the requirements of the Act are not seen as 'an additional layer' to existing activity. Therefore the well-being statement should not necessarily be a stand-alone document; it could be incorporated into a core planning document such as a corporate plan. You are encouraged to look for opportunities to integrate this with other statutory or non-statutory arrangements. Further guidance is available in SPSF 2.

Communicating collective priorities (Local well-being plan)

95. Each public services board must prepare and publish a local well-being plan setting out its local objectives and the steps it proposes to take to meet them.

96. The local well-being plan will set out how the board intends to improve the economic, social, environmental and cultural well-being of its area by setting local objectives which will maximise the contribution made by the board to achieving the well-being goals in its area. Further guidance is available in SPSF 3 for public service boards

Communicating progress (Annual reporting)

97. Section 13 of the Act requires **individual public bodies** to publish an annual report of the progress you have made in meeting your well-being objectives.

98. It is important for this reporting requirement not to be undertaken in isolation from other reporting activities. Therefore it could be part of an existing annual report, and/or include financial and non-financial information. Public bodies should look at opportunities to integrate the way in which they report existing duties. The Welsh Government and other public bodies are participating in an Integrated Reporting pilot in Wales to help with the implementation of the Act.

99. Section 45 of the Act requires **public services boards** to prepare and publish an annual report of the steps they have taken since the publication of the board's most recent local well-being plan to meet the objectives set out in the plan.

100. Annual reports include both the progress being made but also a vehicle for organisation to communicate how decisions have been made that deliver on the well-being objectives. Further advice on this is contained in SPSF2 and SPSF3.

1.14 Accountability

101. Accountability for the delivery of the requirements rests with those public bodies subject to the Act. In addition, the Act strengthens the accountability framework through new arrangements and changes to existing methods of review or scrutiny. You will need to be aware of this accountability toolkit for the Act.

Reviews by the Future Generations Commissioner for Wales

102. Section 20 of the Act gives the Future Generations Commissioner [“the Commissioner”] the power to conduct a review into how public bodies are safeguarding the ability of future generations to meet their needs through the well-being duty.

103. In conducting a review, the Commissioner may review:

- The steps the body has taken or proposes to take to meet its well-being objectives;
- The extent to which the body is meeting its well-being objectives;
- Whether a body has set well-being objectives and taken steps to meet them in accordance with the sustainable development principle.

104. It is up to the Commissioner when they undertake a review and what issues this review covers.

105. Following a review the Commissioner can make recommendations to the public body about:

- The steps the body has taken or proposes to take to meet its well-being objectives;
- How to set well-being objectives or take steps to meet them in accordance with the sustainable development principle.

106. Public bodies must follow recommendations made by the Commissioner. Further detail on responding to the Commissioner is included in SPSF2.

Examinations by the Auditor General for Wales

107. Section 15 of the Act gives the Auditor General for Wales the power to examine public bodies, to assess the extent to which a body has acted in accordance with the Sustainable Development Principle when:

- Setting well-being objectives;
- Taking steps to meet those well-being objectives.

108. The Auditor General for Wales has to examine each public body at least once in a five year period (term of Government). It is up to the Auditor General for Wales as to when he/she undertakes an examination in this regard.

109. It is not the role of the Welsh Ministers or this guidance to set out how the Auditor General should use and apply his powers and duties.

Local Authority Overview and Scrutiny Committees

110. Section 35 of the Act requires local authorities to ensure that their Overview and Scrutiny Committees have the power to scrutinise decisions made, or other action taken, by the public services board for the local authority area in the exercise of its functions.

111. Further information on the role of the Overview and Scrutiny Committee is provided in SPSF4.

1.15 Further information

Further technical guidance on the duties under the Act can be found in the following documents

SPSF 1 Core Guidance	This guidance document
SPSF 2 - Individual role (public bodies)	This provides guidance on Part 2 of the Act and should be read by all public bodies subject to the Act.
SPSF 3 – Collective role (public service boards)	This provides guidance on Part 4 of the Act and should be read by all those involved in public service boards.
SPSF 4 - Collective role (community councils)	This provides guidance for Town and Community Councils.

Useful links

The Well-being of Future Generations (Wales) Act 2015

<http://www.legislation.gov.uk/anaw/2015/2/contents>

Consultation on the statutory guidance

<http://gov.wales/consultations/people-and-communities/?lang=en>

Welsh Government pages on the Act

<http://gov.wales/topics/people-and-communities/people/future-generations-bill/?lang=en>

The Wales We Want

www.waleswewant.co.uk

United Nations Sustainable Development Goals (Post 2015 agenda)

<https://sustainabledevelopment.un.org/post2015>

Power to Local People (Welsh Government, 2015)

<http://gov.wales/consultations/localgovernment/power-to-local-people/?lang=en>

Welsh Local Government Association (Early Adopters)

<http://www.wlga.gov.uk/well-being-of-future-generations-act-early-adopter-resources-and-materials>

Auditor General for Wales

<http://www.audit.wales/about-us/auditor-general-wales>

Number: WG25848



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Welsh Government

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Welsh Government

Shared Purpose: Shared Future

**Statutory Guidance for the Well-being
of Future Generations (Wales) Act 2015
SPSF2 – Individual role (Public Bodies)**



Further information and related documents

For further information:

Climate Change and Natural Resources
Policy Division
Welsh Government
Crown Buildings
Cathays Park
Cardiff
CF10 3NQ

Email: FGActWales@wales.gsi.gov.uk

Telephone: 029 2082 5259 or 3388

SPSF 2 – Individual role (Public Bodies)

Introduction

1. The purpose of this guidance is to help organisations comply with the process requirements of the Act as referred to in SPSF 1 Core Guidance. This guidance should be referred to in the first instance.

Summary of requirements for individual Public Bodies covered in this guidance

You must (in carrying out sustainable development)

- ✓ Set and publish well-being objectives (s.3(2)(a))
- ✓ Take all reasonable steps to meet those objectives (s.3(2)(b))
- ✓ Publish a statement about well-being objectives (s.7(1))
- ✓ Publish an annual report of progress (s.13(1) and Sch.1)
- ✓ Publish your response to a recommendation made by the Future Generations Commissioner for Wales (s.22(4))

Carrying out sustainable development

2. The Act places a duty on each public body¹ to carry out sustainable development². Sustainable Development is defined as a process of improving the economic, social, environmental and cultural well-being of Wales. This needs to be done by taking action in accordance with the sustainable development principle³ so that the well-being goals⁴ are achieved. Further guidance on this can be found in SPSF1 Core Guidance.

Setting well-being objectives

3. Public bodies must, when they are carrying out sustainable development, set and publish objectives, known as well-being objectives. The well-being objectives must be designed to maximise the contribution of the public body to achieving each of the well-being goals.

¹ Unless otherwise stated, public bodies means the bodies listed in section 6(1) of the Act

² <http://www.legislation.gov.uk/anaw/2015/2/section/3/enacted>

³ <http://www.legislation.gov.uk/anaw/2015/2/section/5/enacted>

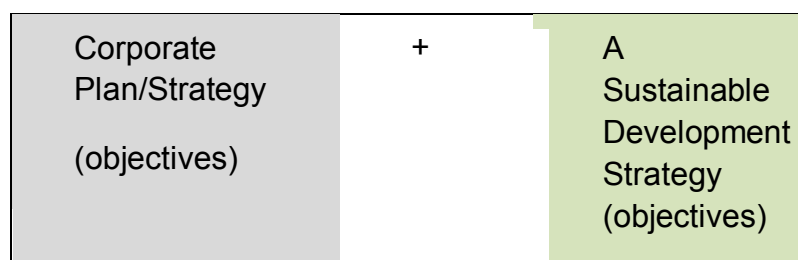
⁴ <http://www.legislation.gov.uk/anaw/2015/2/section/4/enacted>

Maximising the contribution

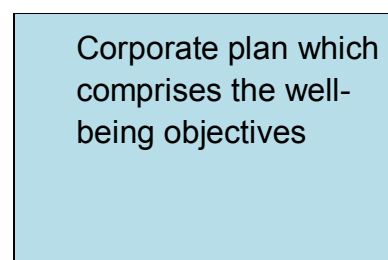
Different public bodies will have greater capacity and capability to contribute to achieving some or all of the well-being goals than others. However, the duty relates to the contribution that a public body can make. To comply with the Act, by maximising its contribution, the public body must examine what it can do in working towards achieving the well-being goals and taking all reasonable steps to do so.

4. The identification of the well-being objectives should flow from having a clear view of the contribution the public body can make to the seven well-being goals, and the vision of the public bodies [see section 1.10 of the core guidance]. This vision is normally expressed in a corporate document that spells out what the public body wants to achieve, and how it will organise itself to achieve it. These are often corporate plans, strategies or strategic plans that set out the vision and objectives of the public bodies.
5. Public bodies should not treat the requirement to set well-being objectives under this Act as separate from the objectives that guide and steer the actions and decisions of the organisation. Given that all public bodies captured by the Act have in place arrangements to express their corporate vision and objectives, public bodies will best demonstrate application of the well-being duty through a single integrated corporate approach. This will help avoid sustainable development being treated as an 'add-on'.

Before



After



6. The Act gives flexibility to public bodies when setting well-being objectives to do so in a way that suits their role and functions. For some public bodies, such as the Arts Council of Wales, Natural Resources Wales or Sports Wales, which have functions that relate to all of Wales, the well-being objectives can be set to apply nationally. However, there may be instances when they choose to set well-being objectives relevant to a particular part of Wales, if, for instance they wish to intervene on an important local issue. The functions of Local Authorities, Local Health Boards or Fire and Rescue Authorities by contrast relate to particular parts of Wales and so their well-being objectives should be limited to those areas. Like public bodies with Wales-wide roles and functions, they may decide to set

objectives that only concern a particular part of the area for which they have powers. The Act enables public bodies to vary their well-being objectives in this way.

7. Section 1.3 of the core guidance identified the opportunities to organisations to bring together existing requirements for plans or well-being objectives as part of the well-being objectives.
8. The application of the sustainable development principle, which provides the five ways of working of sustainable development, clarifies how an organisation must identify its well-being objectives (please see SPSF1 'Core guidance' for further guidance on each of the 5 ways of working). Only when a public body can demonstrate it has taken into account the sustainable development principle in the setting, taking steps and meeting of its well-being objectives will it be compliant with the Act. Public bodies may take other matters into account when making their decisions, but in order to comply with the Act they must take into account the 5 matters listed in Section 5 of the Act.
9. One of the fundamental approaches advocated by the Act is a shift in focus from gains in service output to a stronger link between the actions of public bodies and the outcomes that enhance the quality of life of citizens and communities both now and in the future. The Act is founded on Outcome Based Accountability which encourages a focus on the difference that is made, rather than just the inputs and processes that an organisation has. Success in the context of this Act is seeing positive action drive a positive contribution to the achievement of all the well-being goals through individual or collective action.

Timeline for setting well-being objectives and requirements for reviewing and changing well-being objectives

10. Well-being objectives of public bodies, other than the Welsh Ministers, must be set and published within one year after the Act is commenced (See section 9 of the Act⁵). The first set of well-being objectives will be agreed and published no later than 31 March 2017 (and reviewed on annual basis (See paragraph 18). After this point, public bodies may decide they want to change one or more of their well-being objectives. There is no deadline or fixed point in time where this should happen.
11. If they decide to do so, any new well-being objective should be based on the extent to which it maximises its contribution to the well-being goals and is consistent with the five ways of working provided by the sustainable development principle, drawing on the best possible evidence. The evidence can come from different sources identified by the public body. However, as a minimum public bodies are required to take into account the Future Generations Report⁶ published by the Future Generations Commissioner ("the Commissioner") before setting new well-being objectives.

⁵ <http://www.legislation.gov.uk/anaw/2015/2/section/9/enacted>

⁶ <http://www.legislation.gov.uk/anaw/2015/2/section/23/enacted>

Responsibility for well-being objectives

12. Although the Act does not prescribe who should set well-being objectives within a public body, to maximise the contribution to the achievement of the well-being goals, those setting objectives should have a clear understanding of the role and functions of the public body as well as its capacity and capability to deliver them.
13. Leadership is an essential part of the change and corporate responsibility by the senior leaders, including the Chief Executive will send a clear message that the Act is helping to shape what they do.
14. Effective well-being objectives are more likely to be set if they are developed and agreed by officers or representatives who play a central role within the public body. We consider that for greatest impact public bodies should ensure that their well-being objectives form part of their central planning arrangements, such as a corporate plan or similar organising tool. It is more likely at this level that active thought is given to how multiple benefits are created because these parts of a public body tend to work across the whole organisation as opposed to particular departments, divisions or teams.

Publishing well-being objectives and the well-being statement

15. Public bodies must publish a statement⁷ about their well-being objectives at the same time that they publish their well-being objectives. To avoid duplication, both requirements should be contained in the Corporate Plan (or similar document).
16. The Act requires that the statement, published when the well-being objectives of a public body are published, must explain:
 - Why the public body considers that its well-being objectives will contribute to the achievement of the well-being goals;
 - Why the public body considers that its well-being objectives have been set in accordance with the sustainable development principle. When doing so public bodies must include an explanation of how it will involve people with an interest in achieving the well-being goals. Those people must also reflect the diversity of the population Wales, where the public body has functions that relate to the whole of Wales. When the public body's functions only relate to a certain part of Wales the diversity of that area is to be reflected;
 - The steps to be taken to meet the well-being objectives in accordance with the sustainable development principle
 - How each public body will govern itself to meet its well-being objectives
 - How each public body will keep the steps it takes to meet its well-being objectives under review;
 - How each public body will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet its objectives

⁷ <http://www.legislation.gov.uk/anaw/2015/2/section/7/enacted>

- When each public body expects to meet its well-being objectives;
- Any other relevant information about their well-being objectives that they consider relevant.

Meeting well-being objectives

17. Public bodies are required to take all reasonable steps (in the exercise of their functions) to meet the well-being objectives they set. There will always be a limit to the amount of finance, people, time and assets that are available to take the necessary action. But the consideration of these factors needs to be reviewed through the five ways of working provided by the sustainable development principle balanced with the contribution made by the well-being objectives.

Reviewing well-being objectives

18. The Act requires that each year public bodies must review their well-being objectives as part of their arrangements for reporting on them [see section 1.13 of SPSF 1 'Core Guidance']. In doing so, public bodies can assess whether or not their well-being objectives are appropriate or not, to the extent that:

- they will contribute to the achievement of the well-being goals,
- public bodies consider they are taking all reasonable steps to meet them, and;
- they remain consistent with the sustainable development principle.

Each public body will already be familiar with evaluating their priorities on a regular basis as is best practice for doing so as part of the natural cycle of work. Over time public bodies will be expected to build up evidence and approaches that enable them to make a clear assessment of whether their well-being objectives are fit for purpose, including whether the steps taken have been reasonable, in the context of the Act. This could come in the form of the Future Trends Report, national indicators or the general picture of progress that will emerge through the milestones set by Welsh Ministers. We also consider that the work of the Commissioner and the Auditor General for Wales will draw out examples of good practice of what works in the context of the well-being duty to assist public bodies.

19. From time to time the well-being goals may be changed. This could only happen as a result of an amendment to the Act which would therefore be subject to scrutiny within the National Assembly for Wales. At present, it is anticipated that such potential future changes are likely to be rare. However, if this happens, public bodies will be required to review their well-being objectives so that they are consistent and maximise their contribution to the achievement of the well-being goals.

20. Should public bodies find from the review that one or more of their well-being objectives are no longer appropriate, in maximising their contribution to the achievement of the well-being goals, then they must change them; publishing a new well-being objective or objectives as soon as possible. Similarly if a public

body finds that its well-being objectives are no longer appropriate, they must be revised as soon as possible. This could happen at any point, so if a public body finds mid year that a well-being objective is not appropriate then it must change it.

21. Any revision to a well-being objective must include an explanation of what has changed and why that change has happened. To inform the revision process and as is identical to the arrangements for the initial setting of well-being objectives, public bodies must take into account the Future Generations Report produced by the Commissioner.
22. We do not expect public bodies to rely solely on the Future Generations Report and until the first one is produced they will need to draw upon other evidence to set effective well-being objectives. For certain objectives this may be necessary in any case as we do not expect the Future Generations Report to reflect every issue on a continual basis. However, the Future Generations Report will be a valuable tool for public bodies to understand how they can best meet the needs of future generations and take account of the long-term. Once it becomes available, drawing upon it is the minimum action expected of public bodies.

Annual reporting – taking an integrated approach

23. Transparency is crucial for improving how public bodies do their business and how they are performing. It is vital that the public, those with responsibility for providing accountability for the Act, and those working in public services can easily access timely and relevant information to support continual improvement.
24. Each public body is required to report on the progress⁸ it has made in meeting its well-being objectives for the preceding financial year. Annual Reports must be published as soon as possible, but no later than 31 March. In preparing the report public bodies must review their well-being objectives. The process for this is set out earlier as well as the arrangements for revising them which must be contained within the Annual Report.
25. The Act does not state the structure and content for annual reports, but similar to the reviewing of well-being objectives, public bodies will need to demonstrate that:
 - their well-being objectives are contributing to the achievement of the well-being goals;
 - they are taking all reasonable steps to meet their well-being objectives; and
 - their well-being objectives are consistent with the sustainable development principle.
26. To reflect the well-being objective setting process, the reporting arrangements should be central to the main activities of the public body. We do not expect the report to be an additional document or piece of work, such as a record of the performance of its estate, but the principal method by which it communicates performance. Reporting of this type is more likely to lend itself to the integration

⁸ <http://www.legislation.gov.uk/anaw/2015/2/section/13/enacted>

of different types of reporting and assessment. It may also make it easier to produce more 'live' updates of progress throughout the year to maximise the impact and use of that information.

27. Reporting should seek to address the material benefit that public bodies make to the achievement of the well-being goals. This will need to make a more comprehensive and qualitative assessment to reflect the descriptions provided under the well-being goals.

28. Public bodies are encouraged to look for opportunities to bring together existing reporting arrangements in a more integrated way as part of the Act.

Responding to recommendations of the Commissioner

29. In conducting reviews the Commissioner can make recommendations under section 20(4) of the Act⁹ to specified public bodies, on how steps can be taken to meet well-being objectives in accordance with the sustainable development principle.

30. Public bodies will have three options when responding to the recommendations of the Commissioner¹⁰. They may:

- accept the recommendation(s) and take all reasonable steps to follow them;
- reject the recommendation(s), or part of it, on the basis of that there is a 'good reason' for not doing so; or
- reject the recommendation(s) because there is alternative course of action available.

31. Specified public bodies must publish their response to recommendations made by the Commissioner under the Act.

32. How public bodies publish their response will be a matter for them to decide. However, in the spirit of transparency and accessibility bodies are encouraged to make this prominent on their website or equivalent communications channel. Arrangements should also be put in place for individuals who do not have access to online services to view the response.

33. We would encourage any response from a public body to set out:

- what steps will be taken consistent with the Commissioner's recommendation;
- who will take those steps;
- why it is taking those steps;
- when those steps will be taken;
- how will we know when the steps have been taken;
- who will be affected by those steps;

⁹ <http://www.legislation.gov.uk/anaw/2015/2/section/20/enacted>

¹⁰ <http://www.legislation.gov.uk/anaw/2015/2/section/22/enacted>

34. In accordance with section 5(2)(c) of the Act, specified public bodies will be expected to work out how they intend to involve those with an interest, or may be affected by the well-being objective(s) in any action that follows.

Timeline for responding to the recommendation

35. We would encourage the body to publish its response within 20 working days from the date of the Commissioner's recommendation. This may be a holding reply if the public body needs time to consider the recommendation, but a full response should be provided of what action, if any will be taken by the public body, within three months of the date it first receives the recommendation.

36. If the public body needs to undertake further activity such as developing evidence or obtaining additional funding in order to help it make a considered response we would encourage it through written agreement with the Commissioner, to vary the deadline for the full response.

Taking an integrated approach to other duties

37. The Act provides opportunities for public bodies to consider how other supporting duties can be discharged in a more integrated way. This guidance is provided only to help organisations consider these opportunities, however public bodies will still need to be confident that their respective statutory duties have been fully met.

38. The Welsh Government may issue supporting information on the relationship between certain statutory duties and the Act.

Equality Act 2010

39. The Equality Act 2010 has a 'public sector equality duty' that requires all public authorities to have due regard to the need to:

- a) eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by that Act;
- b) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- c) foster good relations between people who share a protected characteristic and those who do not.

40. In Wales, devolved public sector bodies listed in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011¹¹) are required to take certain steps in order to demonstrate that they have due regard to the public sector equality duty. These Welsh specific equality duties include assessing the impact of policies and procedures on equality (often called Equality Impact Assessment)

41. Listed public bodies carry out an Equality Impact Assessment (EIA) when deciding on proposed policies and practices. This will be particularly important for bodies when setting and taking steps to meet their well-being objectives and in understanding how equality supports the achievement of all of the well-being

¹¹ <http://www.legislation.gov.uk/wsi/2011/1064/made>

goals. It can also help demonstrate further how a public body is contributing to 'A more equal Wales'.

42. As part of the Welsh specific equality duties, listed public authorities in Wales are also required to set outcome-focused equality objectives, to engage widely on these and other aspects of their work, and to collect and analyse equality data which informs their equality impact assessment and objective setting. In order to embed equality and take a more integrated approach, it would be helpful if public bodies consider how their equality objectives support achievement of their well-being objectives, and integrate with them, and the EIA will help to inform this work.
43. A public body may also wish to bring together the reporting arrangements under the Equality Act 2010 with their reporting requirements under section 13 of the Act.

United Nations Convention on the Rights of the Child (UNCRC)

44. The UNCRC¹² is an international convention which sets out the civil, political, economic, social and cultural rights of children. Their rights should be acknowledged by us all and they have a valuable contribution to make to our communities. In Wales, the commitment to the UNCRC is enshrined in legislation with the Rights of Children and Young Persons (Wales) Measure 2011¹³ which places a duty on the Welsh Ministers to have due regard to the UNCRC when making decisions. The Welsh Government has summarised the UNCRC into Seven Core Aims¹⁴ which should underpin the working practice of any service or organisation working with children and young people, nationally and locally.
45. Core aim 5 (Article 12 of the UNCRC) promotes the right of children and young people to participate and have a say in decisions that affect them. This is an enabling right for children and young people to access all the other rights in the UNCRC. There is a duty on Local Authorities, working with their partners, to promote and facilitate participation by children and young people in decisions which might affect them and to publish and keep up to date information about its arrangements. The legal basis for this duty is Section 12 of the Children and Families (Wales) Measure 2010¹⁵. These duties can be discharged via the Well-being Plan.
46. You are encouraged to consider how you can support children and young people to realise their rights, and how they can be involved and participate, when setting your well-being objectives and how these aspects link to the well-being goals.

Child Poverty

47. Poverty is a major barrier to children and young people achieving better life outcomes and improving their levels of well-being, a principle which is at the heart of the UNCRC.

¹² <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CRC.aspx>

¹³ <http://www.legislation.gov.uk/mwa/2011/2/contents>

¹⁴ <http://gov.wales/topics/people-and-communities/people/children-and-young-people/rights/sevencoreaims/?lang=en>

¹⁵ <http://www.legislation.gov.uk/mwa/2010/1/contents>

48. The setting of well-being objectives by a public body provides an opportunity to strengthen their approach to tackling child poverty. Public bodies are encouraged to consider the different aspects of child poverty, and how these aspects link to the well-being goals when identifying its well-being objectives.
49. Where there are links between well-being objectives and the actions which public bodies will take to address the needs of children and families living in low income households, it would be helpful if these could be made explicit.

Welsh Language

50. In setting and delivering their well-being objectives public bodies must ensure that they act in accordance with any duties placed upon them under the Welsh Language (Wales) Measure 2011¹⁶ and any subordinate legislation (i.e. Welsh Language Standards) or, until such time as they are required to comply with such duties, with their Welsh language schemes prepared under the Welsh Language Act 1993. In practice, Standards are likely to be imposed on Local Authorities, National Park Authorities and Welsh Ministers before other bodies.
51. The Welsh language should be given due consideration as part of setting and delivering well-being objectives reflecting its official status in Wales and the national well-being goal of 'a thriving Welsh language'. Where specific outcomes are identified as priorities e.g. promoting or protecting the language, or ensuring the adequate bilingual provision of services that meets local need, these should be considered in the setting of well-being objectives.
52. The policy-making standards specified by the Welsh Language Standards (No 1) Regulations 2015¹⁷, will require the body (if the Welsh Language Commissioner requires it to comply with them) to consider the language from the outset when drafting new policies or revisiting existing policies. In the case of local authorities, promotion standards will place a duty on authorities (if the Commissioner requires it to comply with them) to plan strategically to promote the use of Welsh and to increase, or at least maintain, the number of speakers in the area. These duties will place an onus on bodies to consider their contribution to ensuring that the Welsh language can thrive in future.

Biodiversity (and resilience of ecosystems duty)

53. Biodiversity underpins our ecosystems. The more biodiversity we have, the more resilient our ecosystems will become, which will help ensure they are able to withstand the pressures we face, for example through the impacts of climate change.
54. Under the Natural Environment and Rural Communities Act (2006)¹⁸ public authorities must have regard to conserving biodiversity in exercising their functions. As part of the Welsh Government's commitment to reversing the decline in biodiversity in Wales and increasing the resilience of our ecosystems so that we achieve the well-being goals for Wales, the Environment (Wales) Bill¹⁹

¹⁶ <http://www.legislation.gov.uk/mwa/2011/1/contents/enacted>

¹⁷ <http://www.legislation.gov.uk/wsi/2015/996/contents/made>

¹⁸ <http://www.legislation.gov.uk/ukpga/2006/16/contents>

¹⁹ <http://www.senedd.assembly.wales/mgIssueHistoryHome.aspx?IId=12572>

will introduce a new biodiversity duty. This enhanced duty will also highlight biodiversity as an essential component of ecosystem resilience and the intention is that by doing so it will contribute to the long-term sustainability of our ecosystems.

55. The Environment (Wales) Bill is still being scrutinised by the National Assembly for Wales and it is likely that the guidance for the Well-being of Future Generations (Wales) Act 2015 will be published after the Environment Bill scrutiny is scheduled to conclude.

56. A public body may wish to draw on any information (such as Biodiversity Action Plans) gathered when fulfilling this duty when setting their well-being objectives.

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Shared Purpose: Shared Future

**Statutory Guidance for the Well-being
of Future Generations (Wales) Act 2015
SPSF3 – Collective role (public services
boards)**



Further information and related documents

For further information:

Climate Change and Natural Resources
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Telephone: 029 2082 5259 or 3388

SPSP 3: Statutory Guidance for Part 4 of Well-being of Future Generations (Wales) Act 2015 - Public Services Boards

This statutory guidance is issued under Section 51(1) of the Well-being of Future Generations (Wales) Act 2015.

Chapter 1 - Operating a public services board

- Terms of Reference
- Subgroups
- Representation
- Resourcing the work of the public services board
- Participation and Roles
- Wider Participation

Chapter 2 - Assessing the state of well-being in the area

- What the assessment must cover
- Categories of persons which could be included in the assessment
- How to prepare an assessment
- Other assessments and reviews which can inform the assessment of local well-being

Chapter 3 - Preparing a local well-being plan

- Local objectives
- Steps which the board proposes to take
- Seeking the advice of the Future Generations Commissioner
- Assessing the impact
- Reviewing a local well-being plan
- Meeting other statutory duties
- Role of Community Councils in meeting the local objectives

Chapter 4 - Involvement (engagement and consultation)

- Consultation on the assessment
- Consultation on the Local Well-being Plan
- Engaging others

Chapter 5 - Reporting on progress

- Timeline
- Performance Indicators and Standards

Chapter 6 - Local accountability

Chapter 7 - Merging and collaboration

Introduction

1. The Well-being of Future Generations (Wales) Act is about “sustainable development” which is the process of improving the economic, social, environmental and cultural well-being of Wales, by taking action in accordance with the sustainable development principle aimed at achieving well-being goals (see below, and at SPSF 1 - chapter 1.9).
2. The Act sets out a “sustainable development principle” which is about how the listed public bodies should go about meeting their well-being duty under the Act. In the Act, any reference to a public body doing something “in accordance with the sustainable development principle” means that the body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
3. The Act sets seven well-being goals and gives a description of each:

Well-being goal	Description
A more prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with health functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to

	fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage, and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

4. The seven well-being goals (the goals) show the kind of Wales we want to see. Together they provide a shared vision for the public bodies listed in the Act to work towards. They are a set of goals; the Act makes it clear the listed public bodies must work to achieve all of the goals, not just one or two.
5. In addition to the well-being duty put on specified individual public bodies (covered in SPSF 2), the Act also puts a well-being duty on specified public bodies to act jointly via public services boards to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.
6. This document addresses the requirements relating to public services boards set out in Part 4 of the Act.
7. Public services boards' contribution to the achievement of the goals must include:
 - (a) assessing the state of economic, social, environmental and cultural well-being in their areas;
 - (b) setting local objectives that are designed to maximise their contribution within their areas to achieving those goals;
 - (c) the taking of all reasonable steps by members of boards (in exercising their functions) to meet those objectives.

8. Public services boards' planning cycle:



Chapter 1 - Operating a public services board

9. The Act establishes a statutory board, known as a public services board, in each local authority area in Wales.
10. The four statutory members of each board are the Local Authority, the Local Health Board, the fire and rescue authority for an area and Natural Resources Wales.
11. A reference to a public services board is a reference to the members of that board acting jointly, and any function of a public services board is a function of each member and can only be exercised jointly. This means unanimous agreement is needed in order for public services boards to publish assessments of local well-being and local well-being plans.
12. All the members must be in attendance at a meeting of a public services board for the decisions made during that meeting to be considered valid.
13. A public services board must hold a meeting, chaired by the Local Authority, no later than 60 days after the date on which the board is established. The board must also hold a “mandatory meeting” chaired by the Local Authority, no later than 60 days after each subsequent ordinary election of councillors. Ordinary elections are where all seats on a council are up for election or re-election.
14. Subsequently the board can determine when and how often it meets.
15. The Local Authority must chair the first meeting of a public services board but members can then appoint another statutory member or an invited participant to chair.

Participation and Roles

Invited Participants

16. Public services boards must invite specified statutory invitees to participate in the board’s activity. These invitees are not required to accept the invitation. If they accept the invitation they do not become members of the board.
17. Bodies or persons which accept invitations from the board will become invited participants, and will be entitled to make representations to the board about the assessments of local well-being and local well-being plan, take part in its meetings and provide other advice and assistance. Providing assistance does not include being required to provide financial assistance.

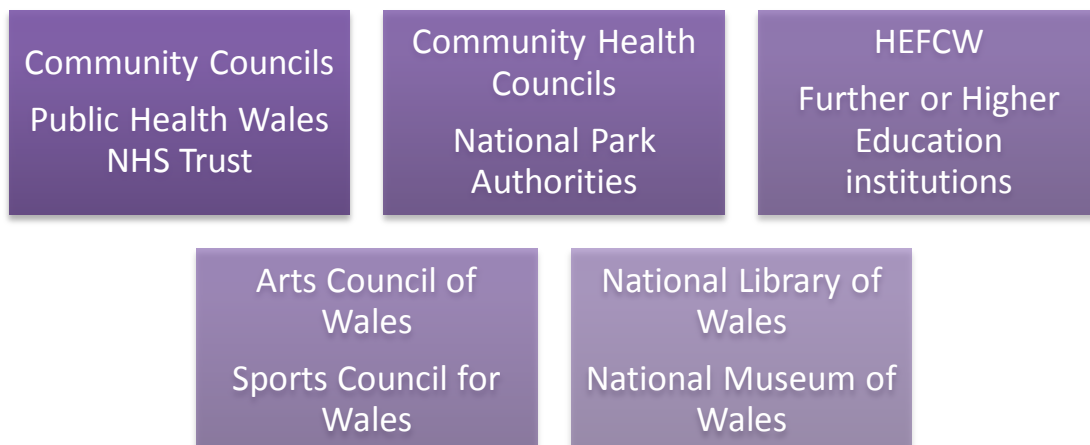
18. The Board will also have powers to invite other individuals or bodies to participate in its activity as it deems appropriate, so long as they exercise functions of a public nature. Whether or not a body exercises functions of a public nature is a legal issue on which boards need to seek legal advice but the factors taken into account include, in particular, the extent to which in carrying out a function the body is publically funded, is exercising statutory powers, is taking the place of central government or local authorities or is providing a public service.
19. An invited participant may participate in the activity of a board from the day which the board receives its acceptance of the invitation.
20. An invitation must be issued as soon as is reasonably practicable following the first meeting of a board and each meeting held after the date of each ordinary local authority election.
21. An invitation can take any form the board decides but has to specify the person to whom a response is to be sent.
22. A board must invite the following to participate in the activity of the board;



23. The board could work with the County Voluntary Council to determine who the most appropriate representative(s) of relevant voluntary organisations would be.

Involving other partners

24. The public services board will be required to engage with key partners in the area who have a material interest in the well-being of the area, or who deliver important public services, in the preparation, implementation and delivery of the work of the board.
25. They are named in the Act as 'other partners' and are:

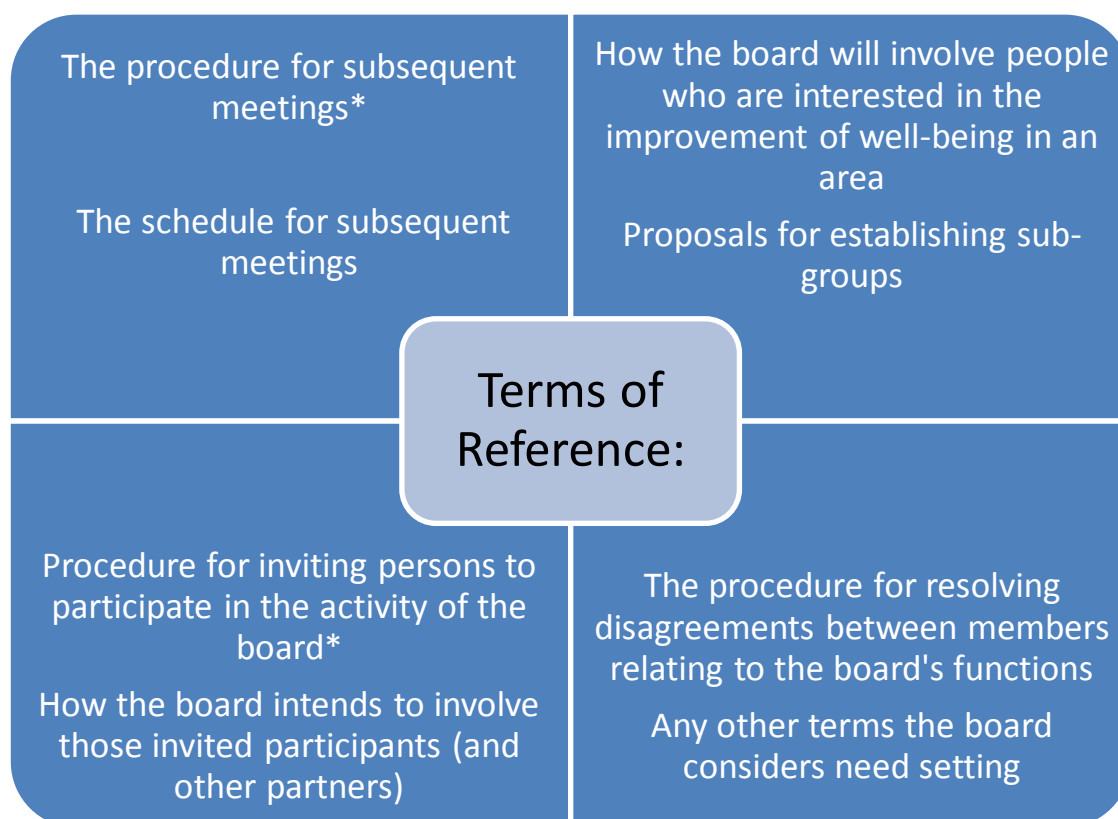


26. The public services board could invite any of these partners to participate more fully in its activity as an invited participant.

27. It is for each board to consider what other bodies, if any, it wishes to invite to participate in its work and to what extent. The only condition is that they must exercise functions of a public nature.

Terms of Reference

28. At the first meeting, a board must agree its Terms of Reference, which must include:



** in so far as not specified by the Act*

A public services board must review its terms of reference at each meeting held after the date of each ordinary local government election. However the board may review, and agree to amend it at any time.

Subgroups

29. The board is able to establish sub-groups to support it in undertaking its functions and the board can authorise sub-groups to exercise a limited number of functions.

30. A sub-group of a public services board must include at least one member of the board, and can include any invited participant or other partner.

31. The sub-group's functions will be guided by the board's terms of reference.

32. Those terms of reference **can not** authorise a sub-group—
(a) to invite persons to participate in the board's activity;
(b) to set, review or revise the board's local objectives;
(c) to prepare or publish an assessment of well-being;

- (d) to consult on an assessment of well-being or to prepare a draft of an assessment for the purposes of consulting;
- (e) to prepare or publish a local well-being plan;
- (f) to consult on a local well-being plan or to prepare a draft of a local well-being plan for the purposes of consulting;
- (g) to review or amend a local well-being plan or to publish an amended local wellbeing plan;
- (h) to consult on an amendment to a local well-being plan;
- (i) to agree that the board merges or collaborates with another public services board.

33. The matters above require all members to act jointly and so must be taken by the public services board itself.

Representation

34. The Act specifies the individuals who represent each member of the board:

Member	Representative
Local Authority	The directly elected mayor of the authority or the councillor elected as executive leader of the authority, and the head of the authority's paid service designated under section 4 of the Local Government and Housing Act 1989 (c.42).
Local Health Board	Whichever of the following the board Designates: (a) the chairman; (b) the chief officer; (c) both.
Welsh fire and rescue authority	Whichever of the following the authority designates; (a) the chairman; (b) the chief officer; (c) both.
The Natural Resources Body for Wales	The chief executive

35. However a member, and invited participant of a board is able to designate an individual from their organisation to represent them. The only restriction is that a directly elected mayor or executive leader of a local authority may only designate another member of the authority's executive.

36. The person designated should have the authority to make decisions on behalf of the organisation.

37. The board can also invite any of its “other partners”, or anyone else it wishes, to attend a meeting or any part of a meeting.

Resourcing the work of the Public Services Board

38. The Local Authority must make administrative support available to the public services board. The Welsh Ministers consider administrative support would include ensuring the public services board is established and meets regularly; preparing the agenda and commissioning papers for meetings; inviting participants and managing attendance; work on the annual report and preparation of evidence for scrutiny.

39. However it is for the board to determine how it will resource the functions it has to undertake, and this is a responsibility of all the members equally. There is nothing to prevent invited participants or other partners providing advice, assistance, and resources to the board for instance in the form of analytical or professional expertise.

Wider Participation

40. The public services board’s citizen focus means it will engage in a purposeful relationship with the people and communities in the area, including children and young people, Welsh-speakers and those with protected characteristics, in all aspects of its work. It is vital that the board takes account of the importance of involving people with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of the area the board serves.

41. For example it is recognised that activities of major local private sector employers can have a big impact on an area’s well-being. There is nothing to stop a board from inviting such employers to attend a board’s meetings to raise concerns and make suggestions about what boards should do and what employers and the private sector could contribute to achievement of the board’s objectives. The board would, however, have to be clear about the capacity in which the employer was attending (not to participate in the board’s activity as an invited participant but to make representations and express views). Similarly there is nothing to stop a board from inviting groups representing other interests, such as trade unions or campaign groups active in the board’s area, from attending meetings of the board for similar purposes.

42. Boards should take care to ensure the propriety and impartiality of the board’s processes and be alive to the risks of any perception arising that a particular group is being afforded excessive access to, or influence over a board’s deliberations.

Chapter 2 - Assessing the state of well-being in the area

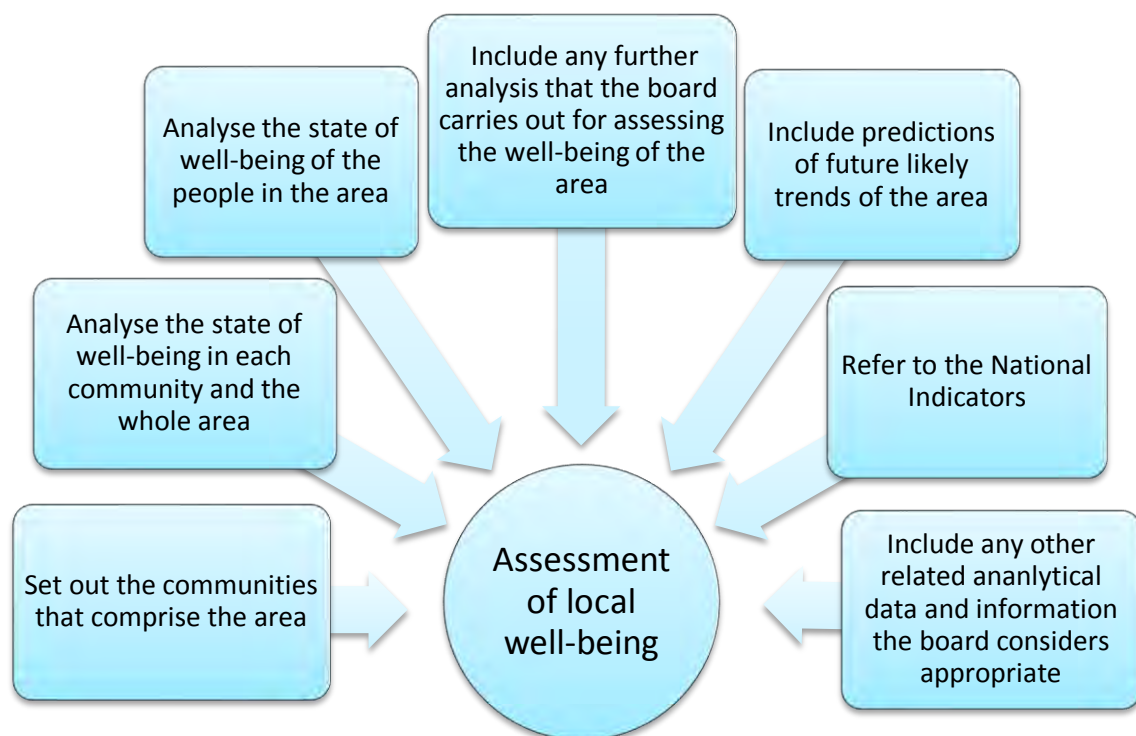
43. A public services board must prepare and publish an assessment of the state of economic, social, environmental and cultural well-being in its area a year before it publishes its local well-being plan (see para 50).
44. It is vital that this assessment provides an accurate analysis of the state of well-being in each community and in the area as a whole. There is significant weight placed on the validity of this assessment due to the impact the findings and analysis will have in choosing the objectives to be set out in the local well-being plan.
45. The board must explain in their local well-being plan how their local objectives and any steps they propose to take have been set with regard to any matters mentioned in the assessment, and should be reassured that those objectives are sufficiently robust to stand up to local scrutiny. Therefore it will be expected that the board uses an extensive range of sources from which to assess the state of well-being, for example census and statistical data; academic research; and qualitative evidence which captures people's opinions and perceptions as well as giving context to quantitative data (the story behind the data). These comparisons could take place at a national, regional or local level.
46. There is a broad spectrum of economic, social, environmental and cultural expertise available for them to draw on, such as youth forums, community groups, older people's forums, Welsh language organisations (such as Mentrau Iaith), environmental bodies and public health experts.
47. In preparing its assessment of local well-being, a board will have the opportunity to capture the strengths and assets of the people and their communities. In recognising those strengths, they should tailor services accordingly to help improve the social, environmental, economic and cultural well-being of the area.
48. Acting in accordance with the sustainable development principle is integral to the assessment process and doing a deeper examination of the information and data from sources like these will help the board prepare a more rigorous product. They will have to look at the long term, consider what the evidence tells them about how to prevent problems from happening or getting worse, and involve other people with an interest in the well-being of the area.
49. Boards should expect to be scrutinised on the process of how they agreed their priorities. To ensure objectivity and robustness of their decisions, it will be essential to collect and analyse good evidence in the preparation of assessments to feel satisfied that their priorities accurately reflect the diversity and variety of issues in the area.

50. Each board must publish its assessment at least 12 months before it publishes its local well-being plan. Since the Act provides that the local well-being plan must be published no later than one year after an ordinary election, as defined in section 26 of the Local Government Act 1972, in practice this means the assessment of local wellbeing would be published within the 12 months preceding each ordinary local government election.

51. In light of this, it will be important to consider that in line with the Code of Recommended Practice on Local Authority Publicity in Wales, publicity in the pre-election period should not deal with controversial issues or report views, proposals or recommendations in such a way which identifies them with individual members or groups of members.

What the assessment must cover

52. An assessment must:



53. Provided the assessment complies with the requirements described above, it will be for the board to determine what it includes in its assessment of local well-being and how it is structured.

Community areas

54. The assessment must identify the geographic community areas within the board's overall area. It is intended that these 'communities' are localities within the board's area which are large enough to show differences between them and have a sense of identity but not as small as electoral wards.
55. Since official statistics are generally resolved down to the recognised ONS LSOA (Lower Layer Super Output) areas it would make sense for the community areas identified to correspond with multiple LSOAs rather than cut across them.
56. Assessing the well-being of each community is intended to ensure that the differences between the various communities within a board's area are analysed. The board will have the principles of sustainable development (see SPSF 1) in mind when analysing these differences.
57. Whilst the board may consider aligning these community areas with existing community networks such as a local authority's 'neighbourhoods', primary care clusters or clusters of community councils, the community areas identified for the purpose of the assessment will not necessarily correspond with the community councils within the board's area.

Analysing the state of well-being of in each community area and in the area as a whole

58. The board will need to look at the state of well-being both at this community area level and for the area as a whole – drawing together this community level analysis with other evidence and analysis to form a view on the overall well-being of the local authority area.
59. For example, the board may consider the well-being of sustainable communities. In doing so the extent to which a community is in poverty, or the position of the Welsh language in these communities, would need to be a consideration.
60. The extent of health inequalities in the area, including households and communities which are living in poverty would also be a consideration.

Analysing the state of well-being of the people in the area

61. In addition to looking at the general economic, social, environmental and cultural well-being of the area the assessment will need to look specifically at the well-being of the *people* in the area.
62. The Act provides that a board may include in its analysis of well-being analysis of the well-being of particular categories of persons, including:

- (a) People who are considered **vulnerable or disadvantaged**, for example of those who are regarded as financially excluded or experiencing domestic abuse; as well as tackling income inequality and environmental problems.
- (b) **People possessing a protected characteristic**. The nine protected characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership pregnancy and maternity, race, religion and belief, sex and sexual orientation.
- (c) **Children**, including those living in poverty and the impact this is having on their lives and overall well-being; children who are homeless, asylum seekers, Gypsies and Travellers or children experiencing or witnessing domestic abuse. Boards might also benefit from taking into account children's rights impact assessments (and consider the extent to which poverty is a barrier to the realisation of children's rights), when assessing needs.¹
- (d) Young people who have been **looked after, accommodated or fostered** and are entitled to support under sections 105 to 115 of the Social Services and Well-being Act.
- (e) People who may have need for **care and support** as described in Part 3 of the Social Services and Well-being (Wales) Act 2014; or people who provide or intend to provide care and support.

63. There may be categories of person **other than those listed above** which the board may wish to analyse in assessing the well-being of the area.

64. Undertaking analyses will assist in understanding better the needs and barriers to participation of these groups referred to in para 62, many of whom will be marginalised.

65. Relevant policy frameworks such as well-being indicators², Welsh Government's revised Child Poverty Strategy³ and the Tackling Poverty Action Plan⁴ may help Boards assess the needs of children in poverty. Similarly, the Welsh Language Strategy⁵ may help boards assess the needs of Welsh-speakers and Welsh-speaking communities.

¹ <http://www.assembly.wales/Laid%20Documents/GEN-LD9732%20-%20Children's%20Rights%20Scheme%202014-22042014-255569/gen-ld9732-e-English.pdf>

² http://www.olderpeoplewales.com/en/news/news/15-03-19/Wellbeing_Indicators_for_Older_People.aspx#.VYgVr9JFDcs – Published by the Older People's Commissioner for Wales

³ <http://gov.wales/topics/people-and-communities/people/children-and-young-people/child-poverty/?lang=en>

⁴ <http://gov.wales/topics/people-and-communities/tackling-poverty/taking-forward-tackling-poverty-action-plan/?lang=en>

⁵ <http://gov.wales/statistics-and-research/welsh-language-strategy/?lang=en>

Predictions of likely future trends

66. The assessment must include predictions of likely future trends in the economic, social, environmental and cultural well-being of the area.
67. The analysis must refer to a future trends report published by the Welsh Ministers under section 11 to the extent that it is relevant to the assessment of well-being in the area.
68. This will enable the board to ensure it is taking account of the long term needs of the area as well as the short term.

National Indicators

69. The assessment of local well-being must refer to any national indicators published under section 10 of the Act. The national indicators will measure progress towards the achievement of the goals. They will be published by the Welsh Ministers.

Further analysis by the board

70. The assessment can include any other evidence relating to the well-being of the area that the board considers appropriate.
71. The assessment must include any further analysis that the board carries out for the purpose of assessing economic, social, environmental and cultural well-being in the area or in any community situated in the area. It is for the board to determine what criteria it wishes to set for this analysis.
72. This analysis could include any study or information bearing on the well-being of the area; for example case studies of where organisations have shared data or worked together successfully.

How to prepare an assessment

73. To aid the board in this process, non statutory guidance "*Guidance on the use of evidence and analysis*" is provided which sets out the main considerations involved in preparing a robust assessment of local well-being, from the point of view of using evidence and analysis effectively.
74. More specifically, the Guidance offers advice to boards on how to use evidence and analysis in critical but constructive ways, in order to:
 - better understand the outcomes services are working towards and the factors that influence them;
 - set out logically the links between the activities services perform and the well-being of people in the area;

- deliver a rounded assessment of well-being by including a wide range of sources and using qualitative evidence to supplement data and develop explanations;
- ensure more consistent use of data;
- be clear on the roles citizens will play in the Assessment and when and how to engage them effectively.

75. The Guidance also describes how the use of evidence and analysis could usefully be divided into two main components, namely the Situation Analysis and the Response Analysis.

Other assessments and reviews which inform the assessment of local well-being

76. The Act specifies a number of statutory reviews and assessments which the board must take into account when preparing their assessment.

77. These are the most recent:

- a) assessment of the risks for the United Kingdom of the current and predicted impact of climate change sent to the Welsh Ministers under section 56(6) of the Climate Change Act 2008 (c.27);
- b) review of the sufficiency of nursery education provision for the local authority area carried out under section 119(5)(a) of the School Standards and Frameworks Act 1998 (c.31);
- c) assessment of the sufficiency of the provision of childcare in the local authority area carried out in accordance with regulations made under section 26(1) of the Childcare Act 2006 (c.21);
- d) assessment of the sufficiency of play opportunities in the local authority area carried out under section 11(1) of the Children and Families (Wales) Measure 2010
- e) assessment carried out by the local authority in conjunction with a Local Health Board under section 14 of the Social Services and Well-being (Wales) Act 2014 (the “population assessment” of needs for care and support, support for carers and preventative services);
- f) strategic assessment prepared in accordance with regulations under section 6 of the Crime and Disorder Act 1998 (c.37) relating to reducing crime and disorder in the local authority area;
- g) strategic assessment prepared in accordance with regulations under that section relating to combating substance misuse in the local authority area;
- h) strategic assessment prepared in accordance with regulations under that section relating to the reduction of reoffending in the local authority area;

78. Under (a) above, it would be in the board’s interest to refer to the Climate Change Risk Assessment for Wales⁶ which provides a national

⁶ <http://gov.wales/topics/environmentcountryside/climatechange/publications/riskassess/?lang=en>

assessment of potential risks and opportunities from climate change facing Wales. The findings are presented for different possible future scenarios and include an indication of confidence in the results and areas where there are evidence gaps.

79. The Welsh Ministers will be able to update this list of statutory reviews and assessments by regulations but there is nothing to prevent boards taking account of other national, regional or local assessments and reviews if they feel they will contribute to its assessment of local well-being. This could include any assessments of the economic, social, environmental and cultural well-being of the area which exist but do not have a statutory basis.
80. For the avoidance of doubt, a board cannot limit itself to taking these assessments into account; it must carry out its own assessment of the well-being of its area and the people in it. This will involve considering a much wider body of information.
81. It is recognised that a number of these statutory assessments will be prepared within a similar timescale to the assessment of local well-being. It is expected that work can be undertaken on them in parallel, with evidence gathered, analysed and fed into multiple assessments at the same time (rather than waiting for an assessment to be formally published before taking its findings into account for the assessment of local well-being).
82. There is no reason why there would be any duplication of evidence gathered/analysis done – these specific assessments form part of the wider picture of the area the assessment of local well-being will capture.

Chapter 3 - Preparing a Local Well-being Plan

83. Each public services board must prepare and publish a local well-being plan setting out its local objectives and the steps it proposes to take to meet them.
84. A board's first local well-being plan must be published no later than 12 months following the first local government ordinary election following commencement of Part 4 of the Act. The board must then publish a local well-being plan no later than 12 months after each subsequent ordinary election.
85. The local well-being plan will set out how the board intends to improve the economic, social, environmental and cultural well-being of its area by setting local objectives which will maximise the contribution made by the board to achieving the well-being goals in its area.
86. There are two main elements of a local well-being plan:
- a) The local objectives; and
 - b) The steps the board proposes to take to meet the objectives

Local objectives

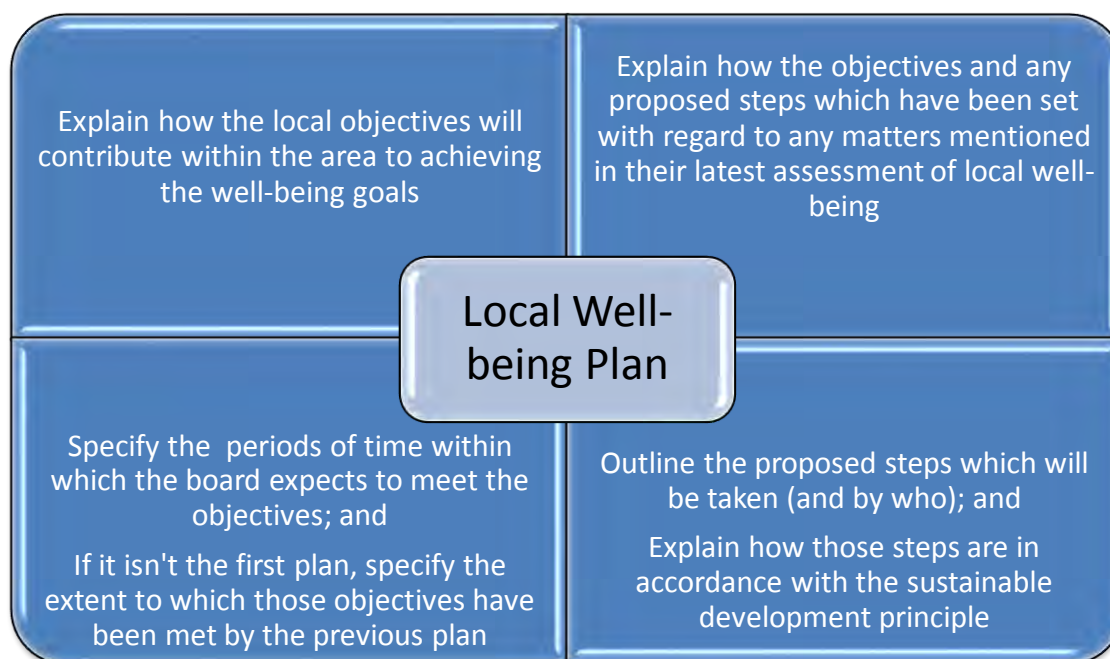
87. In line with the sustainable development principle the local objectives should seek to adopt an integrated approach to delivering against the well-being goals – considering how the objectives may impact on each of the goals (and on the other local objectives). One objective could deliver against multiple goals.
88. The objectives included in the local well-being plan must accord with the sustainable development principle, namely the need to ensure that action taken by public bodies to improve the well-being of people now doesn't detrimentally affect the ability of future generations to meet their own needs.
89. In choosing local objectives and any proposed steps the board must have regard to any matters mentioned in the assessment of local well-being. The assessment should provide the robust evidence base for a board to determine (and justify) the local objectives it sets. The local objectives set should reflect where the board has decided that collective action can be taken that will have a positive impact on the state of well-being in the area.
90. The members of the board are also individually subject to the well-being duty on public bodies and are required to set their own well-being objectives. Members may choose to include their individual well-being objectives in the local well-being plan, if other members of the board agree.

Steps which the board proposes to take

91. The board must take all **reasonable steps** to meet the local objectives they have set, to deliver on collectively. It is for the board to form its own judgement of what steps it would be reasonable to take, on the basis of its own knowledge and consideration of the circumstances and characteristics of its area.
92. In addition to the objectives to be met by a member or members of the board, the plan can include steps to be taken by invited participants or other partners acting individually or jointly. However a plan can only include those objectives or steps if the board has the agreement of the relevant invited participants or other partners.
93. The steps must be taken in accordance with the sustainable development principle (see SPSF 1 – diagram 3). For example steps can be taken by individual members, but can also be taken jointly, in collaboration with other members and partners. Boards should consider whether there are others in the area with an interest in well-being who could contribute to improving it.
94. In preparing its local well-being plan (and before consulting) a board can require invited participants and other partners to provide information about any action they take that may contribute within the board's area to achieving the well-being goals. However they are not required to provide information if;
 - (a) they consider it would be incompatible with their duties, or
 - (b) it had an adverse effect on the exercise of their functions, or
 - (c) they were prohibited from providing it by law.

If a person decides not to provide information the board has requested it must provide the board with written reasons for its decision.

95. The local well-being plan must:



96. The plan should include any other information the board considers appropriate.

Seeking the advice of the Future Generations Commissioner

97. It is recognised that seeking to meet the local objectives contained within the local well-being plan in accordance with the sustainable development principle will not be an easy task. The role of the Commissioner is to provide advice on how to do this, drawing on the understanding of best practice. The Commissioner's role is therefore supportive and constructive, acting as a critical friend.

98. In drafting their local well-being plans, the public services board must seek the advice of the statutory Future Generations Commissioner for Wales, on how to take steps to meet their local objectives in a manner which is consistent with the sustainable development principle.

99. In setting its local objectives a board must also take into account the latest Future Generations Report as prepared by the Commissioner which will provide an assessment of the improvements public bodies should make in order to set and meet well-being objectives in accordance with the sustainable development principle.

100. The Commissioner will have up to 14 weeks in which to provide this advice and boards should factor this into their timescales for preparing the local well-being plan (see para 140 for more detail)

101. The board must publish the Commissioner's advice at the same time as it publishes its local well-being plan.

102. The board may also wish to seek the advice of other Commissioners in choosing local objectives to deepen their understanding of the diverse needs of the area.
103. A public services board must send a copy of its local well-being plan to the Welsh Ministers, the Commissioner, the Auditor General for Wales and the local authority's overview and scrutiny committee.

Assessing the impact

104. A public services board is not under a duty to carry out formal impact assessments. However, they might consider it a useful way of reflecting on matters that members of the board would expect to be considering in any case if they are to meaningfully assess the well-being of their area.
105. In addition, individual statutory members of the board may be required to carry out Equality Impact Assessments in relation to particular decisions, and it may be helpful to draw on these to consider the impact of decisions on different people within the community from a board level.
106. Areas worth considering are:

Equality and Human Rights

107. The Equality Act 2010 requires all public authorities to have due regard to the need to:
 - a) eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by that Act;
 - b) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
 - c) foster good relations between people who share a protected characteristic and those who do not.
108. Most public authorities in Wales are required to set outcome-focused equality objectives, to engage widely on these and other aspects of their work, and to collect and analyse equality data which informs their equality impact assessment, and objective setting. The Equality Objectives set out in the Welsh Government's Strategic Equality Plan⁷ may help boards to identify actions and objectives that will help them safeguard the rights of those with protected characteristics.

United Nations Convention on the Rights of the Child (UNCRC)

⁷ <http://gov.wales/topics/people-and-communities/equality-diversity/?lang=en>

109. The Welsh Government has legislated to adopt the UNCRC as the basis for all its work for children and young people. The Seven Core Aims⁸ are effectively a summary of the UNCRC which should underpin the working practice of any service or organisation working with children and young people in Wales.
110. A great deal of important work has been undertaken over the past decade in ensuring that the rights of children and young people are recognised and respected and their voice is heard and valued, resulting in appropriate and effective services and support. A local well-being plan should build on this work with purpose, maintaining a strong focus on positive outcomes for all children and young people, with the UNCRC and Seven Core Aims as the underpinning statement of principles upon which these outcomes are based.
111. Article 12 of the UNCRC promotes the right of children and young people to participate and have a say in decisions that affect them. This is an enabling right for children and young people to access all the other rights in the UNCRC. Promoting and facilitating children and young people's participation is a duty on Local Authorities as set out in the Children and Families (Wales) Measure 2010 (see Annex A and Annex B). This duty should be taken forward through the well-being plan.

Child Poverty

112. Poverty is a major barrier to children and young people achieving better life outcomes, a principle which is at the heart of the UNCRC.
113. The preparation of a local well-being plan provides boards with an opportunity to strengthen their collaborative approach to tackling child poverty. The board should consider the different aspects of child poverty, and how these aspects link to the well-being goals when identifying its local objectives. Tackling child poverty is not just about income, it relates to a number of different outcomes including health, education, employment, skills and equality of opportunity.
114. Where local objectives and local actions are intended to make a contribution to addressing the needs of children and families living in low income households, it would be helpful if these could be made explicit.

⁸ <http://gov.wales/topics/people-and-communities/people/children-and-young-people/rights/sevencoreaims/?lang=en>

Welsh Language

115. In preparing and delivering their local well-being plans members must ensure that they act in accordance with any duties placed upon them under the Welsh Language (Wales) Measure 2011 and any subordinate legislation (i.e. Welsh Language Standards) or, until such time as they become liable to comply with such duties, with their Welsh language schemes prepared under the Welsh Language Act 1993. In practice, Standards will be imposed on Local Authorities before the other members.
116. The Welsh language should be given due consideration as part of preparing the local well-being plan reflecting its official status in Wales and the national well-being goal of 'a thriving Welsh language'. Where specific outcomes are identified as priorities e.g. promoting or protecting the language, or ensuring the adequate bilingual provision of services that meets local need, these should be included in the local well-being plan.

Reviewing a local well-being plan

117. A public services board may review and revise its local objectives and/or its local well-being plan (e.g. the steps it proposes to take to meet the objectives) at any point it wishes.
118. It must also review its local objectives or local well-being plan if directed to do by Welsh Ministers. Before giving such a direction Welsh Ministers must publish a statement containing their reasons for doing so.
119. Before making an amendment to either the local objectives or the wider local well-being plan the board must consult the same people as it has to when preparing a new local well-being plan.
120. An amended plan must be published as soon as is reasonably practicable.
121. The board must send a copy of any amended plan to Welsh Ministers; the Commissioner; the Auditor General for Wales; and the relevant local authority overview and scrutiny committee.

Meeting other statutory duties

122. Integrated community planning will cover the full scope of economic, social, environmental and cultural well-being. As such, local well-being plans are one of the main ways for the bodies involved to evidence that they have secured long-term improvements to the well-being in their area, and to evidence how they have met their sustainable development duty (see SPSF 1)

123. Local well-being plans are intended to provide a more holistic, citizen focused approach to the planning and delivery of public services in Wales.
124. Therefore, the local well-being plan can be used as a vehicle to fulfil other statutory duties or requirements.
125. As part of simplifying partnership and planning arrangements the Well-being of Future Generations (Wales) Act has repealed a number of previous statutory duties to produce separate plans and strategies:
- a) The requirement for local authorities to produce a Community Strategy under the Local Government (Wales) Measure 2009;
 - b) The requirement for local authorities to produce a Children and Young People's Plan under the Children Act 2004;
 - c) The requirement for local authorities and local health boards to produce a health and social care strategy under the National Health Service (Wales) Act 2006;
126. The Act does not remove the substantive duties on public bodies to take into account the needs of groups which these plans covered; it merely simplifies how these functions are discharged.
127. These duties can now be discharged on the publication of a local well-being plan:
- The community planning process envisaged by the Local Government (Wales) Measure 2009 is now delivered through the public service boards;
 - Local authorities are still required to make arrangements to promote co-operation with a view to improving the well-being of children but now information about these arrangements can be included in the local well-being plan rather than through separate plans;
 - Local authorities and other 'Welsh authorities' are still required to prepare strategies that meet the requirements set out in the Children and Families (Wales) Measure 2010 for contributing to the eradication of child poverty, but they can now discharge them through the local well-being plan;
 - Similarly the scheme for the provision of local primary mental health support can be recorded by including it in the local well-being plan;
 - The local well-being plan can be used to publish the new plans which will be produced in response to the assessment of needs under the Social Services and Well-being Act (2014);

- Similarly, a local strategy or revised strategy as required under Section 5 of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 can be published by including it within a local well-being plan;
128. Local authorities will also be subject to a duty, under the Welsh Language Standards (No.1) Regulations 2015, to prepare strategies to promote the Welsh language and facilitate the use of the Welsh language.
 128. Bodies captured by these duties will be considered to have fulfilled their statutory duties in relation to those plans and strategies as long as the local well-being plan meets the requirements set out in the respective pieces of legislation.
 129. Annex A sets out in more detail the statutory duties and planning requirements which can be delivered through a local well-being plan.
 130. In addition to the statutory duties for which there is explicit provision to discharge via the local well-being plan, boards will still be able to include community safety strategies in their well-being plan. As with the other statutory duties, boards will need to satisfy themselves that they have fully met the requirements, which are detailed at Annex A.

Role of Community and town councils in meeting the local objectives

131. Certain community and town councils, which meet the criteria set out in the Act, will be required to take all reasonable steps towards meeting the local objectives in the local objectives included in the local well-being plan which has effect in its area. All community councils would be able, and encouraged, to consider how they can contribute to meeting the local objectives.
132. In light of this a public services board would be expected to be aware of the community councils which will be captured by the duty and ensure that these councils are fully engaged in the process of identifying the local objectives.
133. Steps taken by a community council could be included in the local well-being plan itself as a step taken by a partner.
134. The community councils which are under the duty will be required to publish an annual report of the progress it has made; this could be fed into the annual report on progress that the public services board will prepare.

Chapter 4 - Involvement (engagement and consultation)

135. In preparing both its assessment of local well-being and its local well-being plan, each public services board is required to consult fully with:

Statutory	The Commissioner;
Consultees	The Board's invited participants; Its other partners; such of the persons who received but did not accept an invitation from the board under Section 30 as the board considers appropriate;

the local authority's overview and scrutiny committee;
relevant voluntary organisations as the board considers appropriate;
representatives of persons resident in the area;
representatives of persons carrying on business in the area;
trade unions representing workers in the area;

such persons with an interest in the maintenance and enhancement of natural resources in the board's area, as the board considers appropriate;
any other persons who in the opinion of the board, are interested in the improvement of the area's economic, social, environmental and cultural well-being.

Consultation on the assessment

136. Prior to publishing their assessment of local well-being, a public services board must consult with the persons outlined above. The board must provide each of the people listed with a copy of their draft assessment.
137. Unlike the consultation for the draft local well-being plan, there is no timescale specified for this, however it is a legal requirement that sufficient time is allowed for meaningful consideration of the draft assessment by the people listed above.
138. The board must send a copy of its published assessment to the Welsh Ministers, the Commissioner, the Auditor General for Wales and the local authority's overview and scrutiny committee.
139. There is further non-statutory guidance on the role of citizens in assessments in "*Guidance on the use of evidence and analysis.*"

Consultation and approval of the Local Well-being Plan

140. Before consulting on the plan, the board may require any person invited to participate in the board's activity (other than the Welsh Ministers) or its other partners to provide information about any of their activities that may contribute within the board's area to achieving the well-being goals.
141. The board must also seek the advice of the Commissioner. This advice will relate to how the public services board can meet their proposed objectives in a manner that is consistent with the sustainable development principle.
142. Prior to publishing their local well-being plan the board must consult, for a minimum of 12 weeks, with those people listed in the table above. The board must provide each of the people listed with a copy of their draft local well-being plan as part of the consultation.
143. Before the plan can be published it has to be approved by the members of the board. If the local authority is operating executive arrangements the local well-being plan must be approved by the full Council. In respect of a Local Health Board, Welsh fire and rescue authority and the National Resources Body for Wales, the local well-being plan may only be approved for publication at a meeting of the body in question.
144. The process of preparing and publishing a local well-being plan is likely to take approximately 41 weeks (as set out in para 144). However, that estimate does not allow for slippage and the process may in fact take longer.

145. Well-being Plan stages:



Engaging others

146. A board's terms of reference must include, among other things, proposals for involving people who the board think are interested in the area's economic, social, environmental and cultural well-being. In addition to this, the sustainable development principle obliges public bodies subject to it to have regard to the importance of engagement and ensuring those persons reflect the diversity of the people of Wales, and specific areas of Wales where the body is functioning.
147. Citizen engagement should go beyond participation in community planning. Citizen voice can be a powerful tool for understanding where system failings are occurring, where lack of coordination between service providers is wasting resources without improving outcomes, for redesigning services around people's needs, and for scrutinizing service effectiveness.
148. Great care should be taken to ensure that no perception could reasonably be formed that a board gave a disproportionate amount of weight in considering the responses of any one of the consultees, or that a community of interest's views were given too much emphasis. Any perception that the board's impartiality had been compromised would undermine public confidence in the board and may result in the consultation process being challenged in the courts. If a court challenge were successful that would mean a board's assessment of local well-being or local well-being plan would have to be set aside.

149. The National Principles for Public Engagement in Wales and the Practitioners' Manual for Public Engagement have also been endorsed by the Welsh Government and joint public and third sector groups such as the Participation Cymru Advisory Board and the Public Engagement Working Group.
150. The National Standards for Children and Young People's Participation⁹ have also been endorsed by the Welsh Government. These standards should be adopted as part of the engagement process that the boards undertake when consulting with children and young people on the assessment, plan and outcomes.

⁹ <http://www.participationworkerswales.org.uk/wp-content/uploads/2014/07/National-Participation-Standards.pdf>

Chapter 5 - Reporting on progress

152. A public services board must prepare and publish a report no later than 14 months after the publication of its first local well-being plan. This is intended to enable the board to report on the full year's activity.
153. Subsequently, an annual report must be published no later than one year after the publication of each previous report.
154. In the year following a ordinary local government election, when a new local well-being plan is being prepared and published, there is no requirement to also produce an annual report.
155. This report must set out the steps taken since the publication of the board's most recent local well-being plan to meet the objectives set out in the plan.
156. The report can also include any other information the board thinks would be appropriate.
157. For example it would be expected that progress will be measured with reference to the national indicators and, where they have been set, the performance indicators and standards for public services boards. The national indicators will show change in population outcomes, for example, more young people of a given age have reached a standard of literacy. The performance measures will show how well the public services board have implemented their plan, for example, to provide additional support to young people with poor literacy rates.
158. A board must send a copy of each report published under this section to the Welsh Ministers, the Commissioner, the Auditor General for Wales and the local authority's overview and scrutiny committee.

Performance Indicators and Standards

159. Section 50 of this Act enables the Welsh Ministers to set, in regulations, indicators and standards by which the performance of each public services board can be measured.
160. Prior to making these regulations, the Welsh Ministers must consult the members of the public services board(s), or persons the Welsh Ministers consider represent those members, and any other people the Welsh Ministers consider appropriate.

Chapter 6 - Local accountability

161. Local integrated planning will only be effective if the members of the public services board take joint responsibility themselves for securing improvement, with local democratic processes providing appropriate challenge and support. For this reason, the Act gives the Welsh Ministers relatively few powers and relies predominantly on the role of local government scrutiny to secure continuous improvement.
162. The Welsh Ministers will not approve local well-being plans. Local well-being plans are the plans of the public services board members, locally owned and subject to local scrutiny. The Welsh Ministers instead have a power to direct a board to review its local well-being plan; or to refer a plan to the relevant local government scrutiny committee if it is not considered sufficient; for example, due to an adverse report by the Future Generations Commissioner for Wales or a concern statutory duties are not being met.
163. In order to assure democratic accountability there is a requirement for a designated local government scrutiny committee of the relevant local authority to scrutinise the work of the public services board.
164. While it will continue to be entirely legitimate for a subject scrutiny committee (such as a children and young people's scrutiny committee) to scrutinise the public services board's work in relation to a specific issue, it is important that one committee takes an overview of the overall effectiveness of the board. This is the reason one committee must be designated to undertake this work.

165. Overview and scrutiny functions;

Overview and Scrutiny Functions

Each Local Authority must ensure its overview and scrutiny committee has the power to;

-
- a) review or scrutinise the decisions made or actions taken by the public services board;
 - b) review or scrutinise the board's governance arrangements;
 - c) make reports or recommendations to the board regarding its functions or governance arrangements;

d) consider matters relating to the board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly;
and

e) carry out other functions in relation to the board that are imposed on it by the Act.

166. The Local Authority will do the above through the 'executive arrangements' it is required to make under Part 2 of the Local Government Act 2000. Executive arrangements are arrangements for the setting up and operation by a Local Authority of an executive, which has responsibility for certain functions of the authority.
167. The designated committee will be provided with evidence in the form of the draft assessment of local well-being and, the draft local well-being plan (both of which they will be formally consulted on) and copies of the final versions of both. It will also be provided with annual reports.
168. In addition, the committee will be able to draw on the published advice provided to the public services board by the Future Generations Commissioner for Wales.
169. The committee can require any member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the board under this Act. This includes any person that has accepted an invitation to participate in the activity of the board.

170. The committee must send a copy of any report or recommendation it makes to the Welsh Ministers, the Commissioner and the Auditor General for Wales.

Chapter 7 - Merging and collaboration

171. The Act provides for two or more public services boards to be able to merge and to collaborate if it would assist them in contributing to the achievement of the well-being goals.
172. But boards may merge only if—
- (a) the same Local Health Board is a member of each board seeking or being directed to merge, and
 - (b) no other Local Health Board is a member of any of those boards.
173. If two or more boards merge, then references in Part 4 of the Act to a public services board must be construed as references to the merged board, and references in Part 4 to a local authority area must be construed as references to the combined areas of the local authorities that are members of the merged board.
174. A board collaborates if it—
- (c) co-operates with another board,
 - (d) facilitates the activities of another board,
 - (e) co-ordinates its activities with another board,
 - (f) exercises another board's functions on its behalf, or
 - (g) provides staff, goods, services or accommodation to another board.
175. The Welsh Ministers have the power to direct two or more public services boards to merge; and the power to direct two or more public services to collaborate; if the Welsh Ministers consider it would assist the boards in contributing to the achievement of the well-being goals.
176. Before directing two or more boards to merge, or to collaborate the Welsh Ministers must consult each member of the boards they intend to direct and publish a statement containing their reasons for giving it.

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Shared Purpose: Shared Future

**Statutory Guidance for the Well-being
of Future Generations (Wales) Act 2015
SPSF3 – Collective role (Annex A)**



Further information and related documents

For further information:

Climate Change and Natural Resources
Policy Division
Welsh Government
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CF10 3NQ

Email: FGActWales@wales.gsi.gov.uk

Telephone: 029 2082 5259 or 3388

SPSF 3 – ANNEX A

WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 LEGISLATIVE SUMMARY: STATUTORY DUTIES WHICH CAN BE DISCHARGED VIA A LOCAL WELL-BEING PLAN:

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
Crime and Disorder, Reduction of Offending and Substance Misuse Partnership Plan			
Crime and Disorder Act 1998	<p>Section 6 of the Act places a duty on specified responsible authorities to formulate and implement:</p> <ul style="list-style-type: none"> • A strategy for the reduction of crime and disorder; • A strategy for combating the misuse of drugs, alcohol and other substances; and • A strategy for the reduction of reoffending 	<p>The strategic assessments must be prepared annually, and these must be considered when revising the partnership plan.</p> <p>The partnership plan should be revised before the start of each year.</p> <p>A partnership plan must set out:</p>	<p>The statutory groups shall consist of two or more persons appointed by one or more of the responsible authorities.</p> <p>The specified responsible authorities are:</p>
Crime and Disorder (Formulation and Implementation of Strategy) (Wales) Regulations 2007	<p>The 2007 regulations make further provision as to the formulation and implementation of these strategies.</p>	<p>a) a strategy for the reduction of crime and disorder in the area; for the reduction of re-offending in the area and for the combating of substance misuse in the area;</p>	<p>a) The Local Authority for the area;</p>
Substance Misuse (Formulation and Implementation of Strategy) (Wales) Regulations 2007	<p>The regulations require a strategy group to be established who must:</p> <ul style="list-style-type: none"> • Prepare strategic assessments; and • Prepare and implement a partnership plan. <p>for the area on behalf of the responsible authorities.</p> <p>The regulations also require arrangements to be made to enable information sharing between the responsible authorities.</p>	<p>b) The priorities identified in the strategic assessments;</p> <p>c) The steps the strategy group considers necessary for the responsible officers to take to implement that strategy and meet those priorities;</p> <p>d) How the strategy group considers the responsible authorities should allocate and deploy their resources to implement that strategy and</p>	<p>b) providers of probation services operating in the area (who are identified under section 3 Offender Management Act 2007 as responsible authorities);</p> <p>c) the chief officer of police, any part of whose police area lies in the area;</p> <p>d) Fire and rescue authorities; any part of whose area lies in the area;</p> <p>e) Local Health Boards, the whole or any part of whose area lies within the area.</p> <p>The Police and Crime Commissioners are not a responsible authority.</p>

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
		<p>meet those priorities;</p> <p>e) The steps each responsible authority shall take to measure its success in implementing the strategy and meeting those priorities; and</p> <p>f) The steps the strategy group proposes to take during the year to comply with its obligations</p>	<p>When formulating and implementing their partnership plans the responsible authorities must act in co-operation with:</p> <p>a) The local probation board, any part of whose area lies within the local government area;</p> <p>b) The providers of probation services operating within the area (who are identified under section 3 Offender Management Act as co-operating bodies);</p> <p>c) Any other persons prescribed by the Secretary of State and Welsh Ministers</p> <p>The 2007 Regulations require the strategy groups to make arrangements to seek the views of the persons and bodies who live and work in the area when preparing the strategic assessments and preparing and implementing the partnership plans.</p>
Children and Young People			
Children Act 2004	<p>Section 25 of the Act requires each local authority in Wales to make arrangements to promote co-operation between:</p> <p>a) The authority</p>	<p>Information about the arrangements a local authority makes under this section may be included in the local well-being plan of the public services board</p>	<p>For the purposes of this section the relevant partners are:</p> <p>a) The local policing body and the chief officer of police for a police area, any part of which</p>

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
	<p>b) Each of the authority's relevant partners</p> <p>c) Such other persons or bodies as the authority consider appropriate with a view to improving the well-being of children in the authority's area.</p> <p>The relevant partners in turn have a duty to co-operate with the local authority.</p> <p>Section 27 of the Act requires local authorities to appoint a lead director and lead member for children and young people's services. The LHB must also appoint a lead officer and Board member for children and young person's services and the NHS Trust must appoint a lead executive director and a lead non-executive director for children and young people's services. It is the responsibility of these persons to oversee their bodies' functions in relation to the planning and making arrangements for improving the well-being of children in their area.</p>	<p>of which the local authority is a member.</p>	<p>falls within the area of the authority;</p> <p>b) The probation services operating in the area of the authority;</p> <p>c) The youth offending teams for an area, any part of which falls within the area of the authority;</p> <p>d) The Local Health Board for an area, any part of which falls within the area of the authority;</p> <p>e) The NHS Trusts providing services in the area of the authority;</p> <p>f) The Welsh Ministers in relation to further and sixth form education in Wales.</p>
<p>Children and Families (Wales) Measure 2010</p>	<p>Section 2 of the Measure requires a "Welsh authority" to prepare and publish a strategy for contributing to the eradication of child poverty in Wales.</p> <p>The strategy must contain objectives which relate to one or more of the</p>	<p>The duty to publish a strategy under section 2 of the Measure is discharged on publication by the authority of a local well-being plan by the public services board of which the local authority is a member, but only if the local authority's Child Poverty Strategy</p>	<p>For the purposes of the Measure each of the following is a Welsh authority:</p> <p>a) The Welsh Ministers</p> <p>b) A local authority</p> <p>c) A Local Health Board</p> <p>d) A Fire and Rescue authority</p> <p>e) A National Park authority in</p>

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
	<p>broad aims set out in the Measure contributing to the eradication of child poverty and which may be pursued in the exercise of its functions; and the actions to be performed and functions to be exercised by the authority for the purpose of achieving the objectives. A Welsh authority must take all reasonable steps to perform these actions and exercise these functions.</p>	<p>is an integral part of that plan. The duty of other “Welsh authorities” to publish a strategy is discharged if the strategy is an integral part of a local well-being plan by each public services board for a local authority area in which the Welsh authority exercises functions.</p>	<p>Wales</p> <ul style="list-style-type: none"> f) The Natural Resources Body for Wales g) The Higher Education Funding Council for Wales h) The Public Health Wales NHS Trust i) The National Museum of Wales j) The Arts Council for Wales k) The National Library of Wales l) The Sports Council for Wales
Health, Social Care and Well-being			
<p>Social Services and Well-being (Wales) Act 2014</p>	<p>Section 14 of the Act requires a local authority and each Local Health Board any part of whose area lies within the area of the local authority to jointly assess:</p> <ul style="list-style-type: none"> a) The extent to which there are people in the local authority’s area who need care and support; b) The extent to which there are carers in the local authority’s area who need support; c) The extent to which there are people in the local authority’s area whose needs for care and support (or in the case of carers, support) are not being met; d) The range and level of services required to meet the care and support needs of people in the local authority’s area (including the support needs of carers) 	<p>Under Section 14A of the Act the ‘relevant body’ (a local authority or Local Health Board which has carried out a joint assessment under section 14(1)) must each prepare and publish a plan setting out:</p> <ul style="list-style-type: none"> a) The range and level of services the body proposes to provide, or arrange to be provided, in response to the assessment of needs; b) In the case of the local authority, the range and level of services the authority proposes to provide, or arrange to be provided, in seeking to achieve the purposes in section 15(2) (preventative services); c) In the case of the Local 	<p>The local authority and the Local Health Board.</p>

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
	<p>e) The range and level of services required to achieve the purposes in section 15(2) of the Act (preventative services) in the local authority's area;</p> <p>f) The actions required to provide the range and level of services identified through the medium of Welsh.</p>	<p>Health Board, anything the Board proposes to do in connection with its duty under section 15(5) (Local Health Boards to have regard to the importance of preventative action when exercising its functions);</p> <p>d) How the services set out in the plan are to be provided, including the actions the body proposes to take to provide, or arrange to provide, the services through the medium of Welsh;</p> <p>e) Any other action the body proposes to take in response to the assessment;</p> <p>f) The details of anything the body proposes to do in response to the assessment jointly with another relevant body;</p> <p>g) The resources to be deployed in doing the things set out in the plan.</p> <p>A relevant body's plan may be published by including it within a local well-being plan by a public services board of which the body is a member.</p> <p>A local authority and Local Health</p>	

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
		<p>Board who have carried out a joint assessment may jointly prepare and publish a plan.</p> <p>Two or more local authorities may jointly prepare and publish a plan, but such a joint plan may only be published by including it in a local well-being plan if each local authority us a member of the public services board.</p> <p>A relevant body must submit to the Welsh Ministers any part of the plan which relates to the health and well-being of carers.</p> <p>Public services boards must take account of the most recent assessment carried out under section 14 in preparing its assessment of local well-being.</p>	
Mental Health (Wales) Measure 2010	<p>Section 2 of the Measure requires the local mental health partners for a local authority area must take all reasonable steps to agree a scheme:</p> <ul style="list-style-type: none"> • Which identifies the treatment which is to be made available for that area for the purposes of local primary mental health treatment; and • For securing the provision for that area of the services, including local primary mental health treatment, 	<p>If a scheme is agreed the partners must ensure it is recorded in writing.</p> <p>A scheme may be recorded by including it within a local well-being plan by a public services board of which each of the partners is a member.</p>	<p>For the purposes of this Measure, the local mental health partners for a local authority area are–</p> <p>(a)the Local Health Board for an area which includes the local authority area; and</p> <p>(b)the local authority for that area.</p>

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
	<p>described in section 5 of the Measure (local primary mental health support services).</p> <p>A scheme must identify the extent to which each of the partners is to be responsible for providing local primary mental health support services.</p> <p>Subject to limited exceptions, the local mental health partners for a local authority area must provide local primary mental health support services in accordance with—</p> <p>(a) a scheme for their area agreed under section 2; or</p> <p>(b) a scheme for their area determined by the Welsh Ministers under section 4 (If the local mental health partners for an area cannot agree a scheme)</p>		
Planning			
<p>Planning and Compulsory Purchase Act 2004</p>	<p>Under Section 62 of the Act the local planning authority must prepare a plan for their area to be known as a local development plan.</p> <p>The plan must set out—</p> <p>(a) the authority's objectives in relation to the development and use of land in their area;</p> <p>(b) their general policies for the implementation of those objectives.</p> <p>(3) The plan may also set out specific policies in relation to any part of the</p>	<p>In preparing a local development plan the authority must have regard to—</p> <p>(a) current national policies;</p> <p>(b) the Wales Spatial Plan;</p> <p>(c) the RSS for any region which adjoins the area of the authority;</p> <p>(d) the local well-being plan prepared by the authority;</p> <p>(e) the local well-being plan for any other authority whose area comprises any part of the area of the local planning authority;</p>	

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
	area of the authority.	(f)the resources likely to be available for implementing the plan; (g)such other matters as the Assembly prescribes.	
Violence against Women, Domestic Abuse and Sexual Violence			
Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015	<p>A local authority and a Local Health Board any part of whose area lies within the area of the local authority must jointly prepare a strategy (“a local strategy”) for the local authority’s area.</p> <p>A local strategy must—</p> <p>(a) specify objectives which the local authority and the Local Health Board consider will, if achieved, contribute to the pursuit of the purpose of this Act;</p> <p>(b) specify the periods of time within which the local authority and the Local Health Board propose to achieve the specified objectives;</p> <p>(c) identify the actions the local authority and the Local Health Board propose to take to achieve the specified objectives.</p> <p>(3) A local authority and a Local Health Board may specify objectives relating to the whole of the authority’s area or any part of it.</p> <p>(4) A local strategy may also include provision relating to specific action which the local authority and the Local Health Board expect to be taken in</p>	<p>A local authority and a Local Health Board’s first local strategy must be published no later than one year after the date on which the first ordinary election is held following the date on which section 5(1) is commenced.</p> <p>No later than one year after the date of each subsequent ordinary election, a local authority and Local Health Board must review their local strategy.</p> <p>A local strategy or revised strategy may be published within a local well-being plan published by a public services board of which both the local authority and the Local Health Board is a member.</p>	<p>A local authority and Local Health Board must consult such persons as they consider appropriate before—</p> <p>(a) publishing their first local strategy;</p> <p>(b) revising their local strategy.</p>

LEGISLATION	DUTY	PLANNING REQUIREMENTS	PARTNERS
	<p>relation to the local authority's area by—</p> <p>(a) any public authority with functions which are capable of contributing to the pursuit of the purpose of this Act, or</p> <p>(b) any voluntary organisation or other person whose activities are capable of contributing to the pursuit of that purpose.</p> <p>(5) But the inclusion in a local strategy of any provision relating to action mentioned in subsection (4) requires the approval of the body or person concerned.</p> <p>A local authority must, in exercising its functions, take all reasonable steps to achieve the objectives specified in the most recently published local strategy for its area.</p> <p>The Local Health Board with which the authority prepared that strategy must, in exercising its functions, take all reasonable steps to achieve the objectives specified in the strategy.</p>		

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Shared Purpose: Shared Future

**Statutory Guidance for the Well-being
of Future Generations (Wales) Act 2015
SPSF3 – Collective role (Annex B)**



Further information and related documents

For further information:

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SPSF 3 - ANNEX B

STATUTORY GUIDANCE ON CHILDREN AND YOUNG PEOPLE'S PARTICIPATION

This statutory guidance is issued in accordance with [Section 17\(3\) of the Children and Families \(Wales\) Measure 2010](#) and applies to local authorities both in respect of local well-being plans, and whenever they take decisions which might affect children and young people.

Local Authorities have a duty to promote and facilitate participation by children and young people in decisions which might affect them. The legal basis for this duty is Section 12 of the Children and Families (Wales) Measure 2010. It requires Local Authorities to *make such arrangements as they consider suitable to promote and facilitate participation by children in decisions of the authority which might affect them, and to publish and keep up to date information about its arrangements*. These duties can be discharged via the local well-being plan.

The United Nations Convention on the Rights of the Child (UNCRC) is an international convention which sets out the civil, political, economic, social and cultural rights of children up to the age of 18. It recognises not only their basic human rights but gives them additional rights to protect them from harm as one of the most vulnerable groups in society. The UNCRC has 54 articles. Articles 1-41 set out how children and young people should be treated. The other 13 articles set out how governments and adults should work together to make sure children and young people can access their rights.

In Wales, the commitment to the UNCRC is enshrined in legislation with [the Rights of Children and Young Persons \(Wales\) Measure 2011](#). Section 1 of the Measure places a duty on the Welsh Ministers to have due regard to the UNCRC when exercising their functions. This means the Welsh Ministers must think about how what they are doing relates to the relevant rights and obligations in the UNCRC. Consequently, this filters down to the local level through legislation, regulation and statutory guidance.

This guidance relates to the right to participate which is a fundamental and enabling right as set out in Article 12 of the UNCRC:

Article 12 (Respect for the views of the child):

Children have the right to say what they think should happen, when adults are making decisions that affect them, and to have their opinions taken into account.

For more information visit - http://www.unicef.org/crc/files/Rights_overview.pdf

The Welsh Government's [Seven Core Aims](#) is a summary of the UNCRC which should underpin the working practice of any service provision working with children and young people nationally and locally. Core Aim 5 in particular relates to children and young people's participation with the aim that *all children and young people are*

listened to, treated with respect, and have their race and cultural identity recognised.
The intention of this guidance is to make this a reality.

Requirements

In order to meet the requirements of Section 12 of the Children and Families (Wales) Measure 2010, Local Authorities are expected to work with relevant partners to:

- promote and facilitate children and young people's participation within the broad context of the UNCRC, as part of their policies, services and wider citizen engagement;
- embed children and young people's participation into all aspects of planning, delivering and reviewing services. This should include the assessment of local well-being, the local well-being plan and relevant plans of the Local Authority;
- publish information about arrangements for promoting and facilitating participation in the authority, which can be through a public service board's annual progress report, as well as using resources and media which is accessible to children and young people;
- ensure a range of opportunities and the appropriate required support are provided for effective participation. The opportunities for children and young people as individuals to participate should be integrated into day to day services as well as specific participation structures such as forums for children, forums for young people, or groups/forums which represent children and young people who are marginalised, vulnerable or have a special interest in a particular issue. These forums and groups have a key role to play in supporting children and young people to have a voice and to access their rights as set out in the UNCRC;
- establish a County Youth Forum/Council as a representative body of young people to act as a channel for young people's views across their local authority and represent those views to local and national decision-making bodies. They should aim to be as inclusive as possible in terms of geographical spread, age, gender and to represent specialist needs and more marginalised young people. For County Youth Forums/Councils to operate effectively, they will need to be adequately supported by Local Authorities who should consider what support is required to do this. They should be informed and linked to their local democratic structures. They will also need to be effectively linked into national participation structures such as Young Wales, the Children's Commissioner for Wales and the National Assembly for Wales.
- give due consideration to the Welsh language in the promotion and facilitation of participation and as part of preparing the local well-being plan, reflecting its official status in Wales and the national well-being goal of 'a thriving Welsh language'.

Promotion – Local Authorities are expected to make sure as many children and young people as possible are aware of their rights as set out in the UNCRC, including their right to participate and for their opinion to be heard, and to be involved in decision-making about policies and services which affect their lives. This should include publishing information about the benefits of participation and disseminating examples of good practice, for instance through websites and newsletters as well as social media and linking in/working with '[Young Wales](#)'. The Welsh Government has many resources which could support this and could be adapted to suit local needs. Children and young people themselves can be actively involved in raising awareness of the importance of participation.

Relevance – Information and materials aimed at children and young people should be clear and easy to understand, answer their questions and identified needs, as well as being accurate, up-to-date, relevant and accessible in terms of language and format.

Engagement – Citizen voice can be a powerful tool for understanding where system failings are occurring, where lack of coordination between service providers is wasting resources without improving outcomes, for redesigning services around people's needs, and for scrutinizing service effectiveness. Children and young people should be considered as citizens now, not citizens of the future. Local Authorities should consider how all children and young people can be empowered to have their views heard and to participate in decision making, and although many children and young people prefer to participate in a group, consideration should be given to how individuals can be part of planning and decision-making processes.

Working with partners

Whilst this statutory guidance, issued under the [Children and Families \(Wales\) Measure 2010](#), relates only to Local Authorities, we would encourage them to work closely with each of their relevant partners. Working in a multi-agency way is good practice and Section 25 of the [Children Act 2004](#) places a legal duty on local authorities to promote cooperation with a view to improving the wellbeing of children in the area. Furthermore, [Section 38 of the Well-being of Future Generations \(Wales\) Act 2015](#) also places a requirement for public service boards to consult in assessing the state of economic, social, environmental and cultural well-being in its area.

There are many examples of partners contributing to children and young people's participation and mainstreaming it into their areas of work and their arrangements for citizen engagement. Some of these can be found on www.youngwales.wales and www.pupilvoicewales.org.uk.

What happens now?

- Local well-being plans could be used to set out how children and young people's participation and engagement is embedded into all aspects of planning, delivering and reviewing services;
- Local authorities could publish their "arrangements for promoting and facilitating participation" in the local well-being plans as well as using media which are accessible to children and young people such as relevant websites;
- The public service board's annual progress report could include a summary as to how these statutory duties have been met, and how they can be improved upon. The Welsh Government will monitor local arrangements for children and young people's participation.
- Local well-being plans provide evidence to Inspectorates and the Welsh Audit Office (WAO) when undertaking reviews of efficiency and effectiveness of local services. Inspectorates and the WAO may also review the outcomes achieved and procedures involved to demonstrate how effectively children and young people are being listened to, involved and engaged.

The scope of the duty to promote and facilitate children and young people's participation is wider than involvement in the local well-being plan. It is important participation becomes part of policy and practice of all local partners. Local Authorities should work with local partners, including children and young people, to ensure participation is promoted and facilitated.

Children and young people have a right to be listened to, have a voice and be able to access opportunities to play an active role in decision-making wherever they are – in school, out and about in the community or as users of services.

There are many examples of good practice and a significant number of these have adopted the '[National Children and Young People's Participation Standards](#)' for Wales as a means of ensuring participation happens meaningfully and effectively.

Further information on good practice in relation to children and young people's participation can be found on www.childrensrights.wales or http://www.childrensrights.wales/images/PDF/Participation_En2.pdf

Information, resources, materials and good practice which support participation in Wales are also available at www.youngwales.wales.

Our ambition is for every child and young person in Wales to realise their rights as set out in the UNCRC. There may sometimes be barriers to achieving, however, working in a collaborative way, we all have a role in considering ways in which these barriers can be removed or overcome. Participation is an enabling right and we must maintain and promote the plethora of excellent examples nationally and locally.

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Shared Purpose: Shared Future

**Statutory Guidance for the Well-being
of Future Generations (Wales) Act 2015
SPSF4 – Collective role (Community
Councils)**



Further information and related documents

For further information:

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SPSF 4 - The Well-being of Future Generations (Wales) Act 2015 – Statutory Guidance for community and town councils

This statutory guidance is issued under section 40(7) of the Well-being of Future Generations (Wales) Act 2015. It provides specific guidance to community and town councils on their duties in relation to local well-being plans.

Summary

What does the Well-being of Future Generations (Wales) Act do?

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term; work better with people and communities and each other; look to prevent problems; and take a more joined-up approach. This will help us to create the Wales that we all want to live in, now and in the future.

The Act establishes public services boards. Those boards are required to assess the state of economic, social, environmental and cultural well-being of the local authority area they serve and then prepare local well-being plans setting out objectives for improving the well-being of the area and the steps the members of the board propose to take to meet those objectives.

What does the Act require community and town councils to do?

The Act places a duty on certain community and town councils to take all reasonable steps towards meeting the local objectives included in the local well-being plan that has effect in its areas. A community or town council is subject to that duty only if its gross income or expenditure was at least £200,000 for each of the three financial years preceding the year in which the local well-being plan is published.

If a community or town council is subject to the duty, it must publish a report annually detailing its progress in meeting the objectives contained in the local well-being plan.

Community or town councils which do not meet the criteria but still wish to contribute towards meeting the local objectives in the local well-being plan are welcome to do so on a voluntary basis.

How will community and town councils get involved?

Community and town councils which are subject to the duty will need to liaise closely with the Public Services Board for their area on the objectives in the local well-being plan. They are required to take all reasonable steps in their areas towards meeting the local objectives the public services board has included in its local well-being plan. Other community and town councils are encouraged to engage on a voluntary basis.

1. Overview of the Well-being of Future Generations (Wales) Act

Sustainable development

1. In the Act, “sustainable development” means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle (see para 2 below) aimed at achieving the well-being goals (see para 3 below).
2. The Act sets out a “sustainable development principle” which is about how organisations should go about meeting their well-being duty under the Act. In the Act, any reference to a public body doing something “in accordance with the sustainable development principle” means that the body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

The well-being goals

3. The Act sets seven well-being goals and gives a description of each of them:

Well-being goal	Description
A more prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with health functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people’s physical and mental well-being is maximised and in which choices and behaviours

	that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage, and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

4. The seven well-being goals (the goals) show the kind of Wales we want to see. Together they provide a shared vision for the public bodies listed in the Act to work towards. They are a set of goals; the Act makes it clear the listed public bodies must work to achieve all of the goals, not just one or two.

The well-being duty of public bodies

5. Specified public bodies must carry out sustainable development. As part of doing so they must:
- a. set and publish well-being objectives that are designed to maximise their contribution to achieving each of the well-being goals; and
 - b. take all reasonable steps, in exercising their functions, to meet those objectives.
6. For purposes of Part 2 of the Act, the following are classed as public bodies and subject to the well-being duty:

The Welsh Ministers
All principal councils in Wales
All Local Health Boards in Wales
The following NHS Trusts – Public Health Wales, Velindre

All National Park Authorities for National Parks in Wales
All Welsh fire and rescue authorities
The Natural Resources Body for Wales
The Higher Education Funding Council for Wales
The Arts Council for Wales
The Sports Council for Wales
The National Library of Wales
The National Museum of Wales

Well-being duty on public services boards

7. In addition to the well-being duty put on individual public bodies, the Act also puts a well-being duty on public services boards. That duty requires those boards to improve the economic, social, environmental and cultural well-being of their areas by contributing to the achievement of the well-being goals.
8. Public services boards' contribution to the achievement of the goals must include:
 - a. assessing the state of economic, social, environmental and cultural well-being in their areas;
 - b. setting local objectives that are designed to maximise their contribution within their areas to achieving those goals;
 - c. the taking of all reasonable steps by members of the board (in exercising their functions) to meet those objectives.
9. Each public services board must:
 - Assess the state of well-being (economic, social, environmental and cultural) in its area;
 - Prepare and publish a local well-being plan setting out local objectives to contribute to the well-being goals and the steps it proposes to take to meet them.
10. Anything the board does to comply with the well-being duty placed on it must be in accordance with the sustainable development principle.
11. An obligation or power of a public services board is a power or duty of the members of the board acting jointly. This means a board cannot publish its assessment of well-being or local well-being plan unless all its members have agreed to do so.

Assessments of local well-being

12. Each public services board is required to undertake an assessment of the economic, social, environmental and cultural well-being of its area. The assessment must be published at least 12 months before it publishes its local well-being plan.
13. In practice, the assessment of local well-being would be published within the 12 months preceding each ordinary local government election because the Act provides that the local well-being plan must be published no later than one year

after an ordinary election, as defined in section 26 of the Local Government Act 1972.

14. Each board will assess the well-being of the community areas within its area of the board as well as the well-being of the area as a whole. The communities can be determined by public services boards or by regulations made by the Welsh Ministers. The community areas defined within the assessment will not necessarily correspond with the community councils in the board's area.

Local well-being plans

15. The local well-being plan will set out objectives the public services board has decided will maximise its participants' collective contribution within its area to achieving the well-being goals. Each public services board's local well-being plan must be published no later than 12 months following an ordinary local government election.

2. Public services boards

16. Public services boards will not be corporate entities but will be made up of four statutory members:
 - a) the principal council for the Local Authority area;
 - b) the Local Health Board for an area any part of which falls within the Local Authority area
 - c) the Welsh Fire and Rescue Authority for an area any part of which falls within the Local Authority area
 - d) the Natural Resources Body for Wales.

17. The members will be required to invite certain persons to participate in the activities of the public services board. Those persons are:
 - a. the Welsh Ministers;
 - b. the chief constable of the police force for a police area any part of which falls within the Local Authority area;
 - c. the Police and Crime Commissioner for a police area any part of which falls within the Local Authority area;
 - d. certain providers of probation services;
 - e. at least one body representing relevant voluntary organisations (whether or not the body is known as a County Voluntary Council).

18. Each board will be able to invite any other person to participate in the public services board's activities provided the person exercises functions of a public nature. A person who accepts an invitation to participate in the activities of a board does not become a member of it by virtue of accepting the invitation.

19. The Act requires each public services board to engage with key partners (referred to as "other partners") in the area who have a material interest in the well-being of the area or who deliver important public services in the preparation, implementation and delivery of work of the board. Each board must seek advice from its other partners and otherwise involve them in the ways and to the extent it considers appropriate. All community councils are "other partners" of their public services board regardless of whether they are subject to the duty to take all reasonable steps in their areas towards meeting the local objectives in the local well-being plan for their areas.

20. All community and town councils in a public services board's area will therefore be consulted on both the assessment of local well-being and local well-being plan, regardless of whether they are under a duty to take reasonable steps to meet the local objectives.

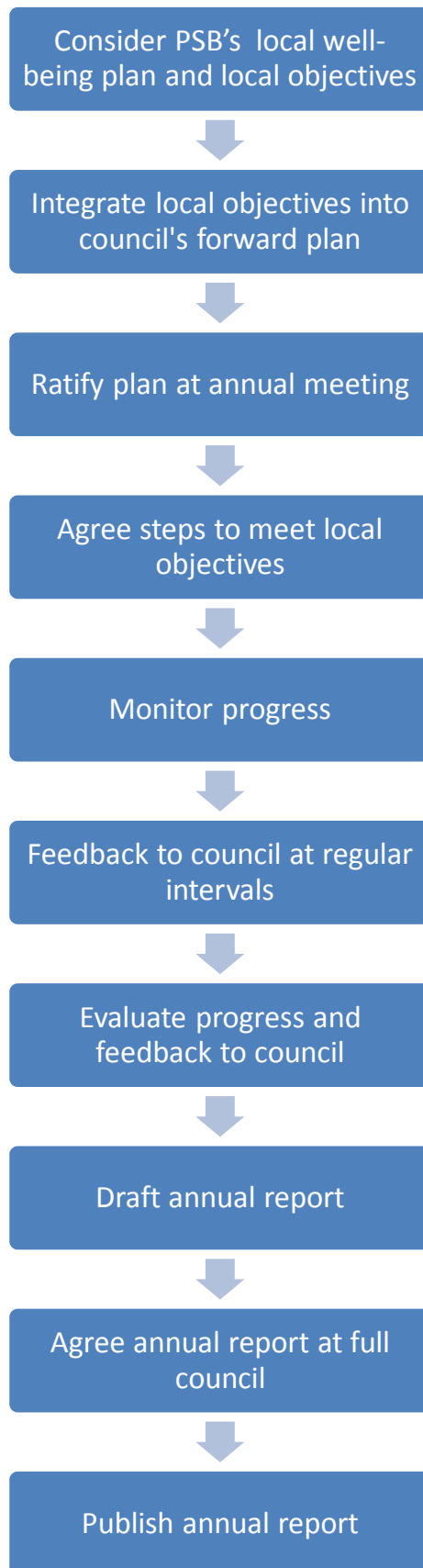
21. The board's other partners are:
 - a. Community or town councils in its area
 - b. the Public Health Wales NHS Trust
 - c. any Community Health Council for an area which (or any part of which) falls within the Local Authority area
 - d. any National Park authority for a National Park in Wales any part of which falls within the Local Authority area

- e. the Higher Education Funding Council for Wales
- f. any institution in the further education sector or the higher education sector situated in whole or in part within the Local Authority area
- g. the Arts Council of Wales
- h. the Sports Council for Wales
- i. the National Library of Wales
- j. the National Museum of Wales

3. The duty on community and town councils

22. Section 40 of the Act places a duty on certain community and town councils to take all reasonable steps towards meeting the local objectives in the local well-being plan that has effect in their areas. Community or town councils are subject to that duty only if they meet certain criteria.
23. A community or town council meets those criteria if, for each of the preceding three financial years prior to the local well-being plan for its area being published, either its gross income or its gross expenditure was at least £200,000.
24. Each community and town council subject to the duty must form its own judgement of what steps it would be reasonable for it to take towards meeting the local objectives in its area, on the basis of its own knowledge and consideration of the circumstances and characteristics of its area.
25. If a community or town council is subject to the duty, it must publish a report for each relevant financial year, detailing the progress it has made in meeting the objectives contained in the local well-being plan.
26. Community and town councils that are not subject to the duty are also encouraged to consider what steps they could take to contribute to meeting the local objectives included in the well-being plan.

Proposed planning cycle for community and town councils:



4. Mainstreaming local objectives into community and town council forward plans

Integrating objectives contained in the local well-being plan

27. Public services boards must consult all community and town councils in their areas on their local well-being plans by providing them with a draft copy of those plans. Community and town councils can respond to that consultation, including making representations about the proposed objectives. The requirement on public services boards to consult community and town councils means that community and town councils will know what local objectives those boards propose to set (although those proposed objectives may change as a result of the consultation responses).
28. Community and town councils should consider the local well-being plan when the plan is published and review the local objectives alongside their own objectives for the year ahead. There may be common threads or similarities between the two sets of objectives which mean that they may be easily integrated to form the community or town council's objectives.
29. It is important to stress that the community or town council subject to the duty is responsible for deciding for itself how it will take "all reasonable steps" towards meeting the objectives in the well-being plan. This allows the council to take ownership for the objectives and affords the discretion to perform this duty in a manner best suited to its capacity and capability.
30. It is for the community or town council to decide if it wishes to seek further advice from the public services board on the local objectives it has chosen to take steps towards meeting.
31. The council may also consider whether it wishes to collaborate with any of the "other partners" in meeting the specified well-being objectives.

Considering funding implications

32. Taking steps towards meeting the local objectives may entail funding considerations. It is expected that any proposed budget allocation will be considered as part of the overall annual budget decisions for the forthcoming year. It is for the community or town council to consider the staffing and other resource implications of steps to meet the well-being objectives and decide how best to implement the steps it plans to take.

Engaging with the community

33. The Welsh Ministers consider community and town councils should engage with their communities on the local objectives and the proposed steps by which the council intends to contribute to these objectives.
34. Current engagement methods such as the use of websites, social media, public meetings and work shops, local notice boards would all play their part.

Agreeing steps

35. The full spectrum of objectives in the council's forward plan and the resulting action plan will need to be reviewed and approved by full council. Thereafter, the steps may be delegated to a committee or sub-committee to be delivered.
36. It is expected the forward plan would be published on the community or town council's website.

5. Implementation and monitoring progress

37. Depending on the decision made by the council, the implementation and monitoring of the steps to be taken may be delegated to a council committee or sub-committee with administrative support provided by the clerk. However, it may be that the clerk takes responsibility for these functions.
38. The clerk will be responsible for feedback through regular reports to full Council. The clerk will also take responsibility for overseeing the production and dissemination of the annual report.

6. Evaluation

39. The clerk will evaluate the progress made by the end of the reporting period and assess to what extent the council has met the commitments on the steps to be taken made at the outset of the year to meet objectives in the local well-being plan.
40. This information will be fed back to the full council and will inform the content of the Annual Report.

7. Preparing an Annual Report

41. Some community and town councils already publish annual reports. For the purpose of the Act, the annual report needs to detail progress made in its area in taking steps towards meeting the local objectives included in the local well-being plan.
42. Councils which currently produce hard copy or e-mail newsletters may incorporate an annual report into these. Annual reports may also be posted onto the council website. Social media and local press may be used to advertise the location of the annual report.
43. The following is a possible format for an annual report which may be followed:
- A foreword, to include an introduction to the role of the Council and its vision and the local objectives in the local well-being plan.
 - Mayor/Chairman's and/or Clerk's report on the steps the council decided to take towards meeting the local objectives in the local well-being plan.
 - Progress made in achieving these steps towards meeting the local objectives.
44. Should the council wish to widen the scope of the annual report so that it also covers the activities of the council which do not specifically relate to the local objectives in the local well-being plan, the latter will need to be clearly identifiable.
45. A committee or sub-committee may be delegated responsibility for drafting the annual report. It will though need to be approved by full council before it is finalised. It must be published as soon as reasonably practicable following the end of the financial year to which the report relates.

46. The annual report at year end will be submitted to the public services board for it to consider in producing its own annual report.
47. Community and town councils may also wish to produce quarterly monitoring reports as feedback on progress to the public services board. This is optional and will need to be agreed by the public services board.

8. Seeking the advice of the Future Generations Commissioner

48. The Future Generations Commissioner for Wales' role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies listed in the Act in working towards achieving the well-being goals.
49. In drafting their local well-being plans, the public services boards must seek the advice of the Commissioner on how to take steps to meet their local objectives in a manner which is consistent with the sustainable development principle.
50. Community and town councils may find it helpful to refer to the Commissioner's advice which will be published at the same time as the public services board's local well-being plan.
51. The Commissioner may provide advice or guidance to anyone who the Commissioner considers is taking (or wishes to take) steps that may contribute to the achievement of the well-being goals.
52. This means community and town councils to whom the duty in section 40 of the Act applies can seek advice or assistance from the Commissioner about how they can comply with their duty to take all reasonable steps in their areas towards meeting the local objectives in the local well-being plans.