



Llywodraeth Cymru
Welsh Government

Welsh Government

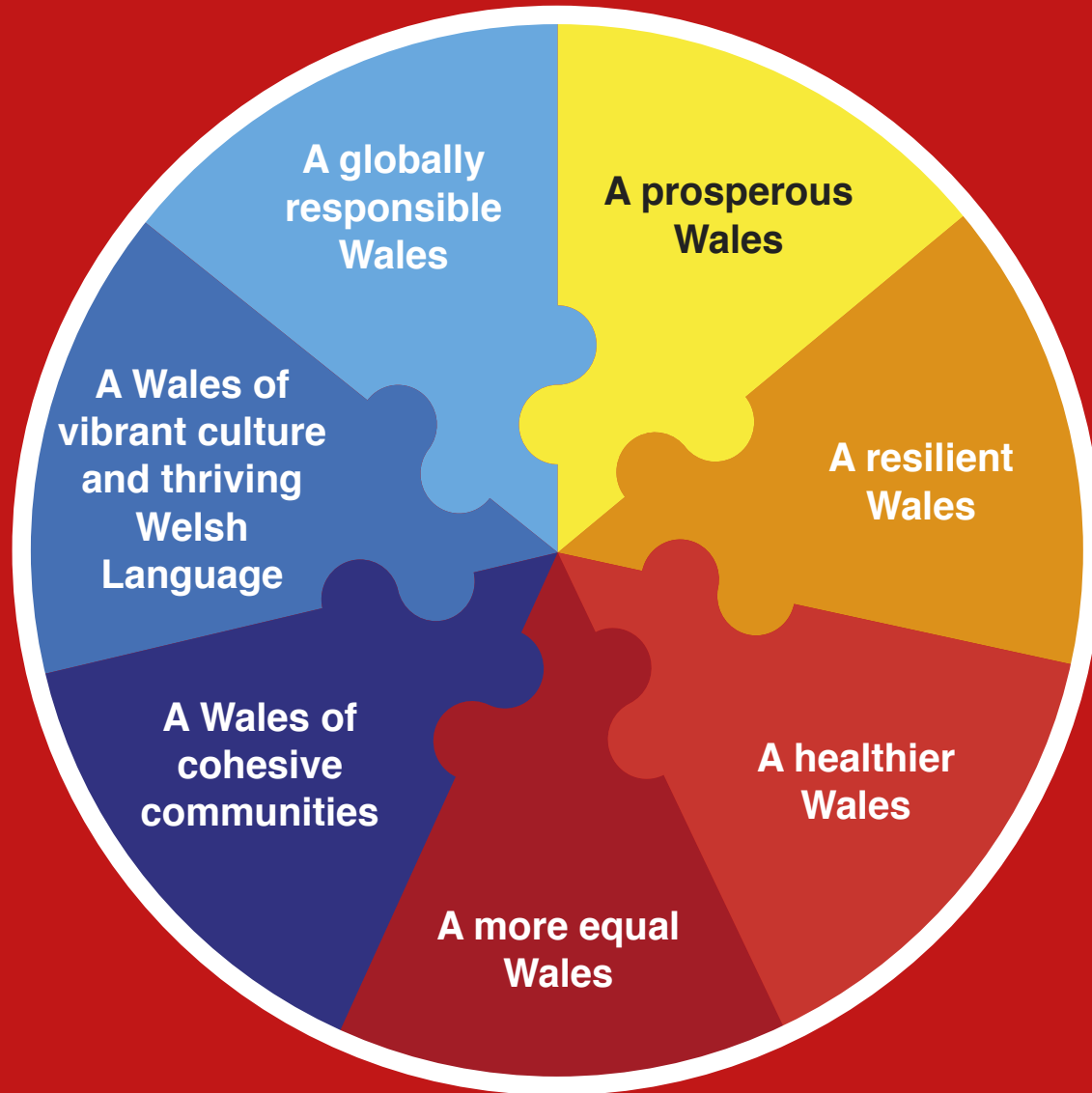
Taking Wales Forward

Welsh Government's Well-being Objectives (2016)

November 2016

gov.wales

Well-being Goals



“The Future Generations Act presents an opportunity to work differently and engage with others to develop innovative solutions to the challenges that we face”

Welsh Government
Taking Wales Forward (2016)

Foreword



We are committed to using the Well-being of Future Generations Act in our decision making to improve the social, economic, environmental and cultural wellbeing of Wales, now and over the long term. We recognise that using the Act effectively to make Wales more sustainable means doing things differently. This will not happen overnight; but requires a significant realignment in the way we address the stubborn issues that our communities face, issues which are often complex, long-term and require a multi-partner approach to resolve.

Our focus will continue to be on supporting people when they need it most and equipping our public services to respond to the opportunities and the challenges that the current political, financial and environmental uncertainties present.

The issues we face can only be tackled through new ways of working. We are fortunate in Wales that we have this new law to help us with the change needed. The Act presents an opportunity to work differently to deliver our Government programme. To guide the delivery of *Taking Wales Forward*, we have developed 14 well-being objectives that will form the foundation for the development of four cross-cutting national strategies.

These well-being objectives have been prepared against the backdrop of considerable change and on-going uncertainty following the United Kingdom's decision to leave the European

Union. They mark the start of a longer journey of continuous improvement for the Welsh Government in realising the full spirit of the Act, a journey that will be shared by other public bodies across Wales.

The well-being objectives will be tested further through the development of our four cross-cutting national strategies. In doing so we will seek the active involvement of people in communities, as well as collaborating with public bodies, businesses and our delivery partners. By looking to the long term, taking an integrated and preventative approach, and involving and working with others, we will be able to understand better how we can maximise our contribution to the well-being goals over this Assembly term.

A critical five years lie ahead. We want to work creatively with our partners across Wales to find solutions to the challenges that face us and make the most of the opportunities that can help maximise our impact in these uncertain times. The new ways of working and seven well-being goals at the heart of the Act will continue to shape the delivery of this Government's programme and contribute to building the Wales we all want.

Mark Drakeford
Cabinet Secretary for Finance
and Local Government



1. Introduction

1.1 In *Taking Wales Forward* we set out the four areas where the Welsh Government can make the biggest difference to the lives of the people of Wales, now and in the future. Our aim is to create a Wales that is:

- **Prosperous and Secure;**
- **Healthy and Active;**
- **Ambitious and Learning; and**
- **United and Connected.**

1.2 It is across these four areas that we can contribute most to the seven well-being goals set out in the Well-being of Future Generations (Wales) Act, (referred to as 'the Act') to make Wales a prosperous, resilient, healthier, more equal and globally responsible country with cohesive communities, a vibrant culture and a thriving Welsh language. These four areas have formed the basis for our well-being objectives.

1.3 This is about keeping Wales on a sustainable development path, a process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle. It is a way of doing things, to guide how we and other specified public bodies take a

more integrated and collaborative approach to decision making which takes account of the long term and consistently looks at preventing problems.

1.4 We are not alone in trying to do things differently. On 1 January 2016, the world officially began implementation of the 2030 Agenda for Sustainable Development – the transformative plan of action based on seventeen United Nations Sustainable Development Goals – to address urgent global challenges over the next 15 years. It is through the new Act that Wales will make its contribution to the achievement of the Sustainable Development Goals.

1.5 The publication of *Taking Wales Forward* was the first step in a process that will see us work differently in delivering the spirit of the Act. It marks the beginning of a period in which we will consider in greater detail how, through collaboration and involvement, we can work together to deliver our priorities in a sustainable way.

1.6 To drive forward delivery we will develop four cross-cutting national strategies, Prosperous and Secure, Ambitious and Learning, Healthy and Active, and United and Connected, reflecting the four areas of *Taking Wales Forward*. This will allow us to consider how we can maximise the impact of everything that we do, using the strategies as a practical and real opportunity to drive delivery and live the spirit of the Act.



1.7 This document responds to the duties on Welsh Ministers under section 3(2)(a) and 7 of the Well-being of Future Generations (Wales) Act 2015. It details our initial well-being objectives to maximise our contribution to the seven well-being goals outlined in the Act. It also contains the matters required by the Act to explain how they were developed, including the initial steps we will take to deliver them. These initial steps are published for the purpose of section 3(2)(a) and 7 of the Well-being of Future Generations (Wales) Act 2015.

2. Maximising our contribution to the seven national well-being goals – our well-being objectives

2.1 We have developed fourteen well-being objectives which reflect our aspirations for change over the long term. They have been designed to reflect the key priorities for improvement in our economy, our society, our environment and our culture. They start the conversation about how we maximise the contribution the government can make towards achieving the seven well-being goals.

2.2 Our well-being objectives draw on the four areas in *Taking Wales Forward*, and build on early work on the four corresponding cross-cutting strategies. They reflect the areas that are devolved to

us under the Government of Wales Act 2006 where we can use our powers and influence to help achieve the seven well-being goals. These are the areas which enable us to focus on making a difference for everyone, at every stage of their lives, irrespective of where they live, their background or circumstance.

2.3 Wales' well-being goals are designed to be generational, our initial well-being objectives cover the period 2016-2021. Delivery against them will be embedded in our governance structures, initiatives and policy making and reported on an annual basis. Each objective will contribute to all, or a number of the goals and will be reviewed as the challenges and opportunities presented by the current financial and political uncertainties become clear.

2.4 The fourteen well-being objectives will form the foundation of the four cross-cutting strategies. This will enable us to maximise the progress that can be made and reflect the interconnected nature of the well-being objectives. The four cross-cutting strategies will allow for further consideration of our contribution to all the well-being goals and provide the platform to involve delivery and wider partners, businesses, communities and people affected by our decisions. The detail on our well-being objectives can be found in Annex A, which also identifies the well-being goals that each well-being objective can make the greatest contribution towards. This is an initial assessment and will be tested more widely as part of the strategy development work.



Steps

2.5 The Welsh Government is committed to taking all reasonable steps to achieve the well-being objectives, and see progress against the well-being goals over this government term. The development of the four strategies is the initial step we will take to support delivery of our well-being objectives. This work will provide the governance to enhance delivery and further embed the sustainable development principle. The strategy development work will include deeper and broader assessment of the impact of current policies and draw wider conclusions on where we need to do things differently. This will shape the detailed steps needed to deliver against our well-being objectives.

2.6 Central to strategy development will be the identification of the core issues, developing means of preventing problems and finding innovative and sustainable solutions across the breadth of Government that can be delivered during this Government term. The strategies will be the catalyst for more collaborative delivery plans that balance the needs of the present and the future and are integrated across Government and the wider public service.

2.7 Breaking the cycle of disadvantage and inequality will continue to underpin everything we do, so that the way we govern has the most effective impact on making our society fairer and more inclusive.



Five Ways of Working

2.8 The application of the five ways of working identified in the Act is how public bodies are able to maximise their contribution to the seven well-being goals. They have been applied in determining the fourteen Welsh Government well-being objectives:

Integrate



The well-being objectives relate to each other, many relate to different aspects of the life course, supporting people at every stage of their lives. Several take a place-based approach, responding to the importance of people's wellbeing and that of the communities they are part of, whilst also making visible Wales' contribution as a small nation on the global stage. As a set of objectives they will build on progress towards the economic, social, environmental and cultural wellbeing of Wales, by enabling us to take more sustainable action, as we evaluate our key decisions in relation to our well-being objectives. Our decision to develop four cross-cutting national strategies, working across Ministerial portfolios and departments, will build an integrated approach to delivery in everything we do which will seek to maximise the impact of our collective action.

Prevention



Our well-being objectives have been designed to prevent problems from occurring or getting worse. They represent the areas where we need to work with partners to break down barriers, focus on the transition between services and understand the changing needs of people through the various stages of their lives, both now and in the future, wherever they live in Wales.



Collaborate



Involve



Work to involve and collaborate more widely on how we will deliver our objectives has not been possible in the timeframe due to the delay in publishing *Taking Wales Forward* caused by the UK decision to leave the European Union. We remain committed to getting it right and to fully testing our well-being objectives as part of the development of our four cross-cutting national strategies. Setting well-being objectives in stone that bind or constrain these strategies at this early stage will not deliver the spirit of the Act, and would risk sustainable development being an 'add-on'. Therefore, in order to fulfil our commitment to fully engage and involve people we will review our objectives under section 8 (5) of the Act during the development of our national strategies.

Long Term



These well-being objectives respond to the long-term opportunities and challenges that Wales faces, as outlined in *Taking Wales Forward*. These reflect the current backdrop of ongoing austerity, the UK withdrawal from the European Union and how we manage the increasing demand for public services, particularly with an ageing and growing population. Other long term changes will shape our future including the changing climate, technological innovation, tackling the gap between the richest and poorest, and making society fairer, whilst understanding what our future needs might be. These well-being objectives have been drafted to help us realise the opportunities and rise to the challenges.



Our well-being objectives

- 1.** Create conditions to give every child the best start in life.
- 2.** Improve education outcomes for all and reduce the gap in outcomes for different groups.
- 3.** Help people live healthy and independent lives and support a healthy workforce.
- 4.** Improve prosperity for all across Wales, helping people into employment and sustaining jobs.
- 5.** Create the conditions for people to learn and use the Welsh language with their families, in their communities and in the workplace.
- 6.** Support the transition to a low carbon and climate resilient society.
- 7.** Connect communities through sustainable and resilient infrastructure.
- 8.** Support safe, cohesive and resilient communities.
- 9.** Improve access to secure, safe, efficient and affordable homes.
- 10.** Foster conditions for sustainable economic development and employment, whilst stimulating innovation and growth for a modern low carbon economy.
- 11.** Promote and enhance the culture and heritage of Wales.
- 12.** Manage, use and enhance Wales' natural resources to support long-term wellbeing.
- 13.** Facilitate high quality, responsive and better integrated public services, to those that need them most, enabling citizens to be an equal partner.
- 14.** Position Wales as an internationally focused, ambitious country engaged and connected to the wider world.



3. Working differently

3.1 We have made, and continue to make improvements to how the Welsh Government embeds the five ways of working at the heart of the Act. The work to develop strategies will embed the ways of working and ensure they are maintained in the resulting delivery models. Putting this in place will be our immediate next step.

3.2 Our work to prepare for the Act and embed the five ways of working that make up the sustainable development principle has included a focus on:

- Ensuring there is an effective link between the goals, the government's programme, the strategies and delivery. The well-being objectives provide the bridge between *Taking Wales Forward* and the four cross-cutting strategies.
- Providing leadership to the public service in Wales.
- Working with our delivery partners to develop more collaborative and innovative approaches to delivery.
- Enabling people to embody the ways of working in the Act and to work as one public service through the application of the one Welsh public service values and behaviours.
- Developing policy, using evidence and providing advice that enables better decision making that balances short and long term needs, prevents problems and takes account of the interconnectivity of the well-being goals.

- Planning our work consistently through our group and departmental business plans so that we improve the alignment to our well-being objectives, evaluate and learn from delivery challenges to prevent problems in the future and identify and exploit the opportunities of integration.
- Manage the performance of our staff as a key tool to ensure we deliver our strategic priorities and well-being objectives.

3.3 Through the development of the 2017-18 Draft Budget we applied the five ways of working to test the alignment of our spending proposals with the requirements of the Act. By publishing one year revenue plans and four year capital budgets we have sought to strike a balance between the short and long-term interests of future generations, using the levers available to us to greatest effect to deliver the best outcomes for Welsh people and the public services. The draft budget increases investment in health and wellbeing, supports our key priorities in public services, and ensures we continue to invest in our future prosperity through vital new infrastructure. The work on our emerging strategies, founded on our well-being objectives will inform our budget preparations in future years.

3.4 The systems and processes by which the Welsh Government is directed and controlled have an important role in embedding the Act. The 'Welsh Government Consolidated Accounts 2015-2016' publication provides information on governance within the Welsh Government and our actions in preparing for the Act.

Annex - Well-being objectives – the rationale

1. Create conditions to give every child the best start in life

Well-being Goals

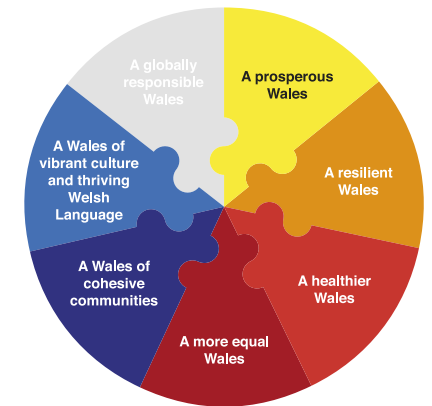
- A prosperous Wales • A resilient Wales • A healthier Wales • A more equal Wales
- A Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh language

Strategies

- Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected

Rationale

It is internationally recognised and reinforced by strong evidence that early childhood experiences are crucially important for children's long term development and their achievements throughout life. Ensuring children reach key developmental milestones is fundamental not only to attainment and occupational outcomes, but wider adult health and wellbeing. There is a wealth of evidence that children's life chances are heavily defined by their development in the first five years of life. It is family background, parental education, good parenting and the opportunities for learning and development in those crucial years that together matter more to children than money, in determining whether their potential is realised.



2. Improve education outcomes for all and reduce the gap in outcomes for different groups

Well-being Goals

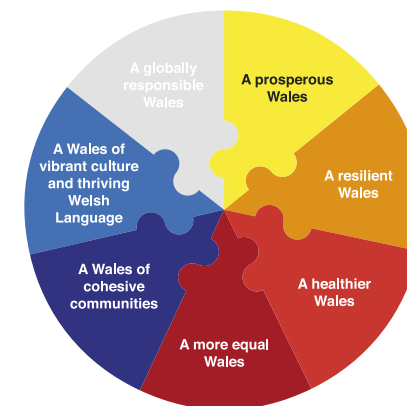
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Strategies

- Prosperous and Secure • Ambitious and Learning

Rationale

Education is one of our greatest longer term levers which can improve the life chances for low income pupils and pupils with protected characteristics. It contributes to breaking the cycle of disadvantage and inequality and is also fundamental to the future of our economy. Schools play an important role in promoting social and emotional learning, both enhancing a variety of skills and positive attributes for life and the reduction of emotional and behavioural challenges. To maximise our impact in the future we need to raise outcomes for all while reducing the difference in outcomes for different groups.



3. Help people live healthy and independent lives, and support a healthy workforce

Well-being Goals

- A prosperous Wales • A resilient Wales • A healthier Wales • A more equal Wales
- A Wales of cohesive communities

Strategies

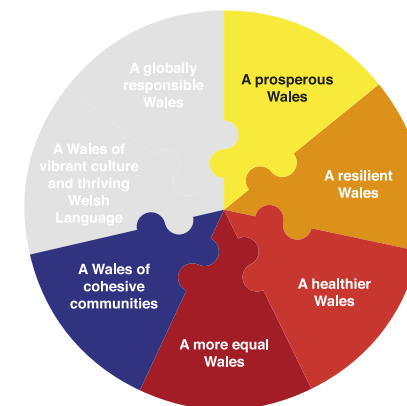
- Prosperous and Secure • Healthy and Active

Rationale

Living healthy and independent lives allows us to fulfil our potential, meet our educational aspirations and play a full part in the economy and society of Wales. Meeting the changing needs of the population and closing the gap in health outcomes in our communities means building resilience for the whole population while focusing on those people with the greatest health need and poorest health outcomes.

Helping children and young people to develop healthy behaviours through their formative years is fundamental to later life. General wellbeing through life is supported by promoting healthy lifestyles and choices through interventions on preventing ill health and encouraging more activity. Supporting people into sustainable employment and tackling mental ill health in the workplace broadens the impacts of jobs and growth to offer the support people need. Meeting the needs of older people requires working with communities to support the ageing population to stay well into later life.

This requires a range of responses from birth through to old age maximising health and well-being throughout life embedding healthy living throughout our programmes working across Government and public services, placing the focus on health at the heart of everything that we do.



4. Improve prosperity for all across Wales, helping people into employment and sustaining jobs

Well-being Goals

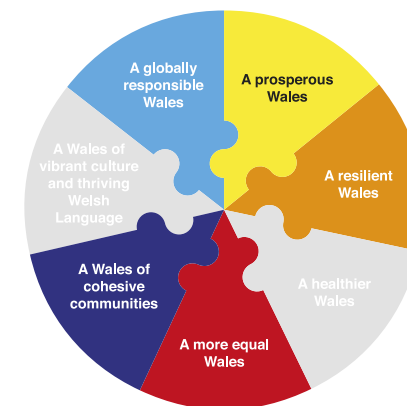
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- A globally responsible Wales

Strategies

- Prosperous and Secure • Ambitious and learning • United and Connected

Rationale

Increasing employability is fundamental to tackling poverty and reducing inequalities. It is widely recognised that moving people into work has a dramatic impact on their health and ability to function in everyday society. Supporting people to stay in stable jobs and sustaining long-term employment reduces the chances of unemployment and poverty. By focusing on reducing lower skill levels and investing in early childhood development, we can contribute to improving our long-term economic outcomes as well as combating disadvantage and promoting social cohesion. We also know that to have the greatest effect we must build on the regional differences in our economy ensuring sensitivity to the diverse needs of localities and communities to generate wealth and employment opportunities.



5. Create conditions for people to learn and use the Welsh language with their families, in their communities and in the workplace

Well-being Goals

- A prosperous Wales • A more equal Wales • A Wales of cohesive communities
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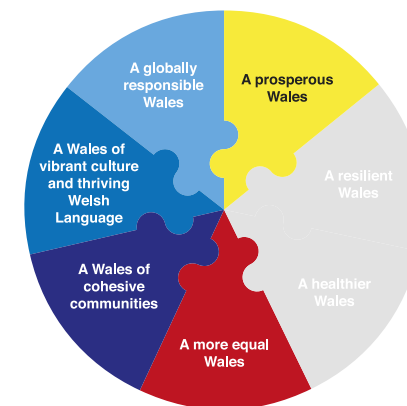
Strategies

- Prosperous and Secure • Ambitious and Learning • United and Connected

Rationale

The Welsh language is fundamental to the culture and identity of Wales as a proudly bilingual nation with the Welsh language making a significant contribution to our past, history and living culture. Central to our ambition for a million Welsh speakers by 2050 is to grow the language so it thrives as a vibrant, living part of our communities for future generations. We have seen increases in children and young people speaking Welsh with early language development providing a foundation for later language skills both at home and through early years provision. The education system has a vitally important role in developing the language skills of all learners and through embedding the Welsh language within meaningful learning to enable learners to reach fluency.

We know there is a clear link between fluency and frequency of Welsh language use and that education and training alone cannot guarantee that speakers become fluent in Welsh, or choose to use the language in their everyday lives, at home, in the workplace and in their wider communities. We also know that in response to a changing population needs will differ across Wales.



6. Support the transition to a low carbon and climate resilient society

Well-being Goals

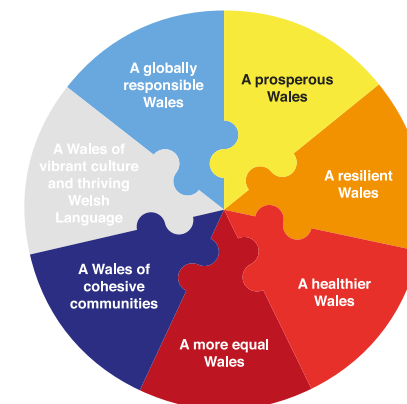
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Strategies

- Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected

Rationale

Increasing globalisation, changing technology and responding to a changing climate requires a different response which focuses on sustainable growth and a low carbon economy which also benefits our social, cultural and environmental wellbeing. There is overwhelming scientific consensus for human induced climate change and the significant widespread and irreversible impacts it is likely to bring. The impacts on people, communities and the environment are likely to be unevenly distributed and are generally greater for disadvantaged people and communities. There is growing momentum and international commitment towards a low carbon society to meet climate change targets and the UN sustainable development goals. There is also a growing body of evidence indicating that those nations that move more quickly can benefit and unlock the opportunities associated with green growth. Evidence supports the need to focus on flooding and coastal change risks to communities, businesses and infrastructure tackling the risks to health, wellbeing and productivity. We know that through our influence over and investment in infrastructure including building energy efficiency in housing and supporting the development of renewable energy generation we can maximise our impact.



7. Connect communities through sustainable and resilient infrastructure

Well-being Goals

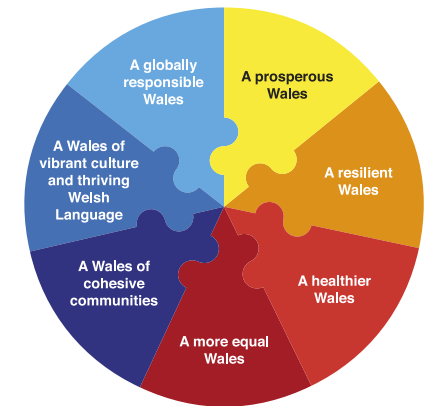
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- A globally responsible Wales

Strategies

- United and Connected

Rationale

Our influence over investment in and use of infrastructure is one of our most important enablers for achieving our shared goals and building resilience for people, communities, the economy and wider environment. There are strong economic, environmental and social reasons for improving Wales' infrastructure, climate change, adapting to changing technologies, population and the contribution to the wider benefits on health and poverty. Providing 'well-connected' communities allows people to be able to communicate and get around easily, sustainably and cheaply and supporting economic growth. We know that taking an integrated approach including aligning housing, transport, ICT, education, health, flood prevention, waste and energy infrastructure can better deliver these benefits. This includes creating sustainable transport, supporting the development of renewable energy generation, meeting changing needs created by the internet and wider technology change, continuing to invest in flood defence work and taking further action to better manage water in our environment.



8. Support safe, cohesive and resilient communities

Well-being Goals

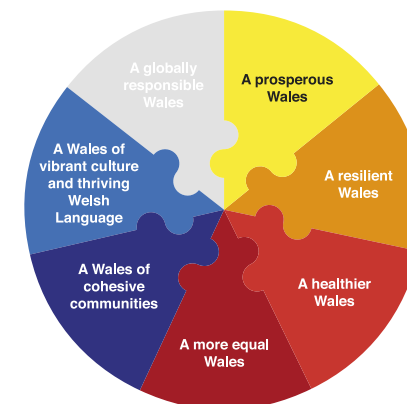
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Strategies

- Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected

Rationale

Evidence tells us that people's personal well-being is heavily influenced by the physical and social characteristics of where they live, work and visit. This means communities which are attractive; which are well-connected and are viable; flourishing settlements where people interact and get on well with each other. We know that people and communities across Wales have different needs and supporting them when they need it the most requires different responses. These include reducing adverse childhood experiences, better managing transitions people experience within and between public services over their life course as well as helping communities prepare for a changing climate. We know that tackling crime and anti-social behaviour is important to building safe and cohesive communities. A diversity of economic activity within communities helps make them more resilient. We know that if people are involved in the decisions that affect them locally it improves their sense of wellbeing.



9. Improve access to secure, safe, efficient and affordable homes

Well-being Goals

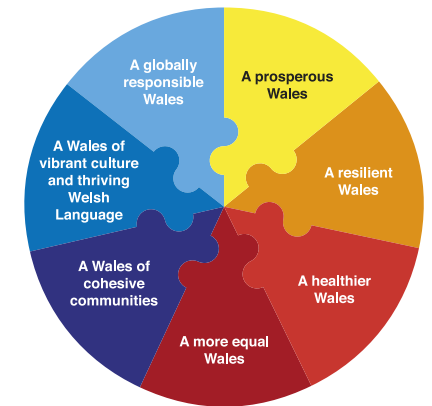
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Strategies

- Prosperous and Secure • United and Connected

Rationale

Improving access to secure, safe, efficient and affordable homes can deliver against a range of outcomes. There is consistent evidence that poor living conditions can adversely affect physical and mental health. Improving access to affordable homes and improving housing conditions contributes to tackling poverty, improves health and wellbeing and helps to reduce health inequalities. Through improving energy efficiency in homes we can help people maintain warm homes whilst contributing to our carbon reduction commitments to help mitigate the impacts of climate change. Through investing in housing we can support the economy. We know that an ageing, growing and changing population brings with it the challenge of improving access to homes that meet these changing needs.



10. Foster conditions for sustainable economic development and employment, whilst stimulating innovation and growth for a modern low carbon economy

Well-being Goals

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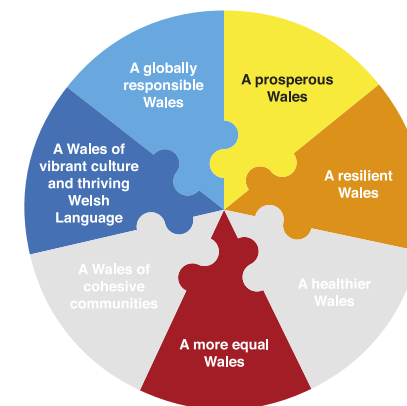
Strategies

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Rationale

Innovation can not only improve economic performance and help Wales contribute at the global level; through working together and sharing knowledge we can use resources efficiently and aid wealth generation and prosperity for all. We know that the foundations of economic success rest in the performance of our education and skills system and the quality of the supporting infrastructure including finance and support for business, effective transport, housing and strong collaboration amongst regional public sector partners.

As we live for longer and our economy changes in light of technology and global changes we will need to help people fulfil their potential while ensuring an appropriately educated workforce. Fostering the conditions for innovation and growth, product and process innovation can help stimulate the wider take-up of innovative ideas across the economy. To create an innovative society we want to bridge the gap between education providers and the wider economy and work with our institutions and wider economic partners to build strong links between research and implementation.



11. Promote and enhance the culture and heritage of Wales

Well-being Goals

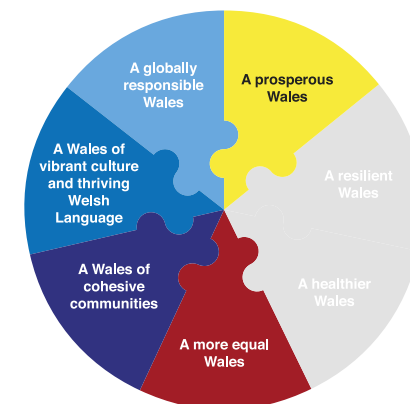
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Strategies

- Prosperous and Secure • Ambitious and Learning • United and Connected

Rationale

Culture and heritage are a source of identity and distinctiveness as a nation and there is growing evidence on the wider benefits culture can bring to society. Culture supports our economy and international profile, contributes to health and wellbeing, promotes diversity and innovation and helps educate our young people. To build, nourish and support a vibrant culture, the impacts of austerity and uncertainty require a sustainable approach, embracing the opportunities.



12. Manage, use and enhance Wales' natural resources to support long-term well-being

Well-being Goals

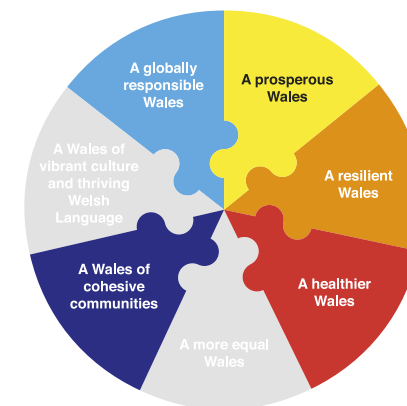
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Strategies

- Prosperous and Secure
- Healthy and Active
- Ambitious and Learning
- United and Connected

Rationale

Wales' natural resources are not only a valuable asset but provide essential benefits. These include benefits that range from the air we breathe to the food we eat; from the land we farm or develop to the seas we fish and the water we use for drinking. Wales' natural resources are as fundamental to the long-term success of the economy as they are to the quality of our natural environment and the health and wellbeing of communities. Maintaining and enhancing a biodiverse and resilient natural environment with healthy functioning systems supports people, contributes to health, supports a sustainable economy and builds ecological resilience and the capacity to adapt to change.



13. Facilitate high quality, responsive and better integrated public services, to those that need it most enabling citizens to be an equal partner

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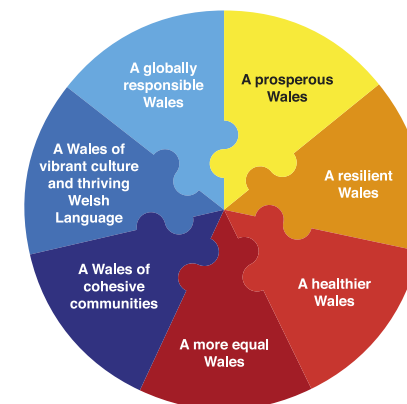
Strategies

- Healthy and Active • Ambitious and Learning • United and Connected

Rationale

To meet our ambition for sustainable services for the future will require more integrated public services which help improve the capability of people, institutions, the infrastructure and environment of Wales to adapt to shocks such as recession or a more gradual longer term change such as climate change. Facilitating this change requires effective and efficient services which meet people's needs when they need them. This means better managing how people interact with and between public services, often as age milestones are reached, to ensure continuity and avoid dislocation in care and outcomes.

To ensure that our public services are resilient and meet future needs there is a need to build on people's strengths, treating people who use our services as equal partners in their improvement, building independence and avoiding unnecessary intervention.



14. Position Wales as an internationally focussed, ambitious country engaged and connected to the wider world

Well-being Goals

- A prosperous Wales • A resilient Wales • A healthier Wales
- A Wales of vibrant culture and thriving Welsh language • A globally responsible Wales

Strategies

- Prosperous and Secure • United and Connected

Rationale

We know that our place in the world in the 21st Century is changing. In light of the uncertainties of the UK decision to leave the EU, but also responding to the challenges and opportunities posed by changes such as globalisation, a changing climate and new technologies requires a focused and ambitious approach. Building on the successes of inward investment, supporting an innovative outward facing economy and building our international profile based on the uniqueness of Wales' identity and culture positions Wales as an active international partner. Through fostering international links in higher and further education and promoting and sharing international best practice in healthcare helps Wales remain ambitious, engaged and connected to the wider world.

