

# Agenda



## Delegated Decisions - Chair of Cabinet

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Date: Monday, 25 November 2019

To: Councillor D Wilcox

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Item		Wards Affected
1	<u>Future Generations Commissioner's Self-Reflection Tool Feedback</u> (Pages 3 - 20)	All Wards

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# Report

## Chair of Cabinet

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### Part 1

Date: 25 November

### **Subject Future Generations Commissioner's Self-Reflection Tool Feedback**

**Purpose** The purpose of this report is to present the self-reflection tool feedback received from the Future Generations Commissioner (the Commissioner) and update on the next steps to support our ongoing commitment to the Well-being of Future Generations (Wales) Act 2015.

**Author** Head of People & Business Change

**Ward** All wards

**Summary** The Well-being of Future Generations (Wales) Act 2015 places a well-being duty on all public bodies listed in the Act. Newport City Council is one of 44 public bodies listed in the Act, which are required by law to work to improve the social, economic, environmental and cultural well-being of Wales. The Commissioner has a duty to monitor progress of each of the named bodies in delivering against the well-being objectives they have set for themselves. To aid this process the office of the Commissioner designed a self-reflection tool which provided us with the opportunity to review the progress made during the year April 2017-March 2018. We have now received feedback and recommendations from the Commissioner of the self-reflection tool process. This report considers the outcome of that work and how the council can progress its implementation of the Act.

**Proposal** **To consider the feedback and endorse the recommendations made to support progress in implementing our well-being objectives and the Act.**

**Action by** Heads of Service

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service
- Performance & Research Business Partner
- Senior Policy & Partnership Officer

**Signed**

## Background

The Well-being of Future Generations (Wales) Act 2015 places a well-being duty on all public bodies listed in the Act. Newport City Council is one of 44 public bodies listed in the Act which is required by law to work to improve the social, economic, environmental and cultural well-being of Wales.

The well-being duty specifically states:

- 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 well-being objectives that are designed to maximise the contribution to the achieving each of the well-being goals.*
  - b) *Taking all reasonable steps (in exercising functions) to meet those objectives.*

The Commissioner has a duty to monitor progress of each of the named bodies in the Act in delivering against the well-being objectives they have set for themselves. To aid this process the office of the Commissioner designed a self-reflection tool which provides us with the opportunity to review the progress made towards meeting our well-being objectives during the year April 2017-March 2018.

The main purpose of this self-reflection tool is to assist the Commissioner to assess the extent to which our well-being objectives have been met for the period as described primarily through our annual report, or through other appropriate evidence. We have now received feedback and recommendations from the commissioner of the self-reflection tool process. This report considers the outcome of that work and how the council can progress its implementation of the Act.

In December 2018, we as a council completed the voluntary self-reflection tool which was designed to enable organisations to:

- Reflect on progress to date against their stated well-being objectives.
- Establish an internal benchmark against which to review next and future years' progress.
- Provide a way of comparing progress with other public sector bodies in Wales and identify which organisations we can learn from and provide lessons.
- Synthesise the strengths and weaknesses and set out the local lessons for change.

The information captured by the council in the tool will inform the Commissioner's future advice and assistance.

The [full feedback](#) received from the Commissioner has been summarised with suggested actions and can be found in Appendix 1. This provides feedback for all local government organisations, supported by specific recommendations for Newport City Council.

Listed below are the main points that require action. More detail can be found in Appendix 1 with proposed actions which will allow us to progress this work as resources allow.

### a) Main points

#### Specific feedback for Newport City Council

- 1.1.1: Consider how we change our approach to risk management in relation to the Act.
- 1.1.4: Ensure consistent application of the Act throughout the organisation.

- 1.2.3: Consider becoming a “Fair Work” employer.
- 1.4.4: Shift from acute spending to preventative spending.

#### General feedback for all Local Government

- 2.1.3: Look at the seven areas of change to see how we are adapting how we work - corporate planning, financial planning, workforce planning, procurement, assets, risk management.
- 2.2.7: Consider how we are moving from 'making simple changes' to 'leading the way' in contributing to our national well-being goals.
- 2.3.1: We would encourage critically revisiting objectives and steps in your Corporate Plan on a regular basis.
- 2.3.2: Ensure we consider the Act when responding to consultation responses relating to the Local Government Bill.

#### **b) Corporate Plan Annual Report**

Much of the feedback relates to inclusions in the next interaction of the Corporate Plan Annual Report. Appendix 1 references where this is applicable. This feedback was received too late to incorporate in to the Annual Report for 2018-19 so will be considered for inclusion in the 2019-20 report.

#### **c) Guidance**

Some of the feedback relates to reviewing and considering guidance. Again, Appendix 1 references this where applicable.

Appendix 1 to this report outlines the key points for the Council and suggested actions for us to consider as we continue to develop as an organisation.

#### **Links to Council Policies and Priorities**

The Newport City Council specific feedback is structured around our well-being objectives as detailed in our Corporate Plan 2017-22:

Objective 1: To improve skills, educational outcomes & employment opportunities.

Objective 2: To promote economic growth and regeneration whilst protecting the environment

Objective 3: To enable people to be healthy, independent & resilient

Objective 4: To build cohesive & sustainable communities

#### **Options Available and considered**

Option 1: To consider the feedback and endorse the suggestions made to support progress in implementing our well-being objectives and the well-being duty of the Act.

Option 2: To consider the feedback but not endorse the suggestions made to support progress in implementing our well-being objectives and the well-being duty of the Act.

#### **Preferred Option and Why**

Option 1: To consider the feedback and endorse the suggestions made to support progress in implementing our well-being objectives as we continue to develop as an organisation.

#### **Comments of Chief Financial Officer**

There are no specific financial issues arising from the Report. However, there is the requirement to ensure that there are clear links between the Act and our budget setting process and Medium Term Financial Planning.

## **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report, which sets out the feedback and recommendations received from the Future Generations Commissioner regarding the Council's self-reflection tool process.

## **Comments of Head of People and Business Change**

As author of the report my comments are included.

The five ways of working of the sustainable development proposal have been considered throughout the information captured in the self-reflection tool and the feedback from the Commissioner.

There are no direct HR implications arising from the report.

## **Local issues**

Not applicable

## **Scrutiny Committees**

Not applicable

## **Equalities Impact Assessment and the Equalities Act 2010**

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

## **Children and Families (Wales) Measure**

The development of the five ways of working will support our engagement and participation work, including with children and young people.

## **Well-being of Future Generations (Wales) Act 2015**

The self-reflection tool is to assist the Commissioner to assess the extent to which our well-being objectives have been met for the period April 2017 - March 2018 as described primarily through our annual report, or through other appropriate evidence.

The five ways of working of the sustainable development proposal have been considered throughout the information captured in the self-reflection tool and the feedback from the commissioner.

## **Crime and Disorder Act 1998**

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

## **Consultation**

Senior managers were consulted on the feedback and suggested actions.

## **Background Papers**

Appendix 1 – Summary of the Newport City Council Self-Evaluation Tool Feedback

Newport City Council Self-Evaluation Tool

[Future Generations Commissioner for Wales – Self Reflection Feedback for Newport City Council](#)

[WFG \(Wales\) Act 2015 - the essentials](#)

[WFG \(Wales\) Act - SPSF 1: core guidance](#)

Dated: 15 November 2019

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## Appendix 1 – Summary of the Self-Reflection Feedback for Newport City Council

[Full Feedback](#)

Section 1: Specific Advice for Newport City Council	Page	Lead	Suggested actions
<b>1.1 General Advice</b>			
<p><u>1.1.1 Risk management</u></p> <p>The self-reflection and Annual Report indicate the steps taken to embrace the Act. We welcome the new risk register, monitoring risk against the well-being objectives as well as the five ways of working. This should enable you to critically understand and identify how the organisation as a whole is performing and where there are areas that could use development.</p> <p><b>We would like to see your learning from this in this year's report and, as other public bodies consider how they change their approach to risk management under the Act, you should share your experiences more widely too.</b></p>	16	P&BC -PPI	<p>Include in Corporate Plan Annual Report 2019-20</p> <p>Reference PSB Future Risk Register and Dashboards to support this work.</p>
<p><u>1.1.2 Well-being objectives – What success will look like?</u></p> <p><b>We would like to see how you are considering what success looks like for each of your objectives, considering the pace of change needed, as set out in the Commissioner's expectations of reporting in 'Well-being in Wales: the journey so far.'</b></p>	16	P&BC -PPI	<p>Review <a href="#">'Well-being in Wales: the journey so far'</a> again.</p> <p>Consider including this in the Corporate Plan Annual Report 2019-20</p>
<p><u>1.1.3 Regional working</u></p> <p><b>We would like to see further evidence of how you are influencing the Cardiff Capital Region structures and your work across Gwent in helping you meet your well-being objectives.</b></p>	16	P&BC -PPI	<p>Include Cardiff Capital Region and Gwent work in the Corporate Plan Annual Report 2019-20</p>
<p><u>1.1.4 Consistent application of the Act</u></p> <p>The Commissioner has published <a href="#">Future Generations Frameworks</a>, which provide a series of prompts to support consistent understanding and application of the Act.</p> <p><b>We would like to see how using these resources can help you further this work in this year's reporting.</b></p>	17	P&BC -PPI	<p>Review Frameworks.</p> <p>Consider providing support across the council to apply the Act in a more consistent way.</p> <p>Include in Corporate Plan Annual Report 2019-20.</p>
<p><u>1.1.5 Intelligence &amp; data</u></p> <p>We welcome the development of an 'Intelligence Hub' (NIH) to help support an integrated, intelligence led approach. We note the Corporate Plan sets out that you will be working to identify key public, private and third sector partners to work with to enhance the quality and accessibility</p>	17	NIH P&BC -PPI	<p>NIH currently support the Well-being Assessment process and provide data and support to partners. Consider how this support could be developed further.</p>

Section 1: Specific Advice for Newport City Council	Page	Lead	Suggested actions
of these services, and <b>hope that this also translates into the sharing of intelligence with these partners.</b>			Reference examples in the Corporate Plan Annual Report such as online Community Well-being Profiles, Serious Organised Crime programme and Green Infrastructure Assessment.
<p><u>1.1.6 Changes specific to the region</u></p> <p>We recognise changes specific to the region such as the removal of the tolls, and welcome your long-term, whole system approach on these issues, considering the opportunities alongside the challenges.</p> <p><b>We look forward to seeing how you progress with these considerations in this year's reporting, linked to all of your objectives and the sustainable development principle.</b></p>	17	SLT CMT P&BC -PPI	Reference in the next Corporate Plan Annual Report 2019-20.
<p><u>1.1.7 Involvement</u></p> <p>The Commissioner is shortly publishing a <u>suite of advice</u>, intended to help public bodies consider how they maximise contribution to the goals and involve people effectively. The 'journey towards involvement' will be published soon. <b>We would like to see how you are adopting the suggested actions.</b></p>	17	P&BC - PPI	Review " <i>Journey towards involvement</i> " once published.
<b><u>1.2 Advice for Objective 1 – To improve skills, education and employment opportunities</u></b>			
<p><u>1.2.1 Arts, sports &amp; recreation</u></p> <p>With creativity as an important skill for the future world of work, <b>you should be investing in encouraging young people to participate in arts, sport and recreation, which would link, with more of your objectives.</b></p> <p>We will shortly be publishing a journey towards this goal, which you should find useful in taking steps to meet this objective.</p>	19	P&BC - PPI RIH	<p>Consider how the council is currently investing in encouraging young people to participate in arts, sport and recreation and make reference to this in the Corporate Plan Annual Report 2019-20. Also to consider how this could be further developed in the future.</p> <p>Review "<i>Journey towards a Wales of vibrant culture and thriving Welsh Language</i>" once published.</p>
<p><u>1.2.2 Skills</u></p> <p>Your Talent Management Framework should identify and reward these skills and you should have plans to reskill existing employees ensuring equal opportunity in this new world of work.</p> <p>The Commissioner has been working with Cardiff University to provide advice on how public bodies could be considering skills for the future and technology at work. Along with the 'journey towards a prosperous Wales', this will be published soon.</p>	19	P&BC - HR	<p>Review the "<i>advice to public bodies</i>" from the Commissioner / Cardiff University and consider recommendations.</p> <p>Review the "<i>journey towards a prosperous Wales</i>", when published and consider recommendations.</p>

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<p><u>1.2.3 Fair Work</u></p> <p>The <i>Fair Work Commission</i> recently reported their recommendations on defining 'fair work'.</p> <p>The Commission advised that public bodies become 'Fair Work Wales' employers, <b>incorporate 'fair work' into their well-being objectives</b> and that public money should only be rewarded to those fulfilling their definition and characteristics of fair, decent work that promotes inclusivity and equality.</p>	19	P&BC - HR	<p>Consider the recommendations to becoming a "Fair Work" employer.</p> <p>Review Well-being Objectives.</p> <p>Reference this in the Corporate Plan Annual Report 2019-20 as appropriate.</p>
<p><u>1.2.4 Apprenticeships</u></p> <p>Alongside the above, it is positive how you are collaborating to provide apprenticeships within different sectors.</p> <p>However, there was no detail on if/how you are linking this objective to the regeneration of the city, including new housing.</p>	19	RIH NCH RSLs	<p>Consider how apprenticeships are linked to the regeneration in the city including new housing.</p> <p>Newport City Homes do have some apprentices. Other Housing Associations may have similar schemes.</p> <p>If possible reference this in the next Corporate Plan Annual Report 2019-20</p>
<p><u>1.2.5 Renewable energy</u></p> <p>You have identified that renewables are another growth sector alongside technology, and this could help drive the green economy in Newport. Taking a long-term approach to investing in areas such as retrofitting homes and renewable energy <b>could help grow local jobs and business opportunities.</b></p>	19	RIH	<p>Consider how we considering the growth of jobs in this sector or whether this is an area for development. This could show a wider impact on well-being.</p> <p>If possible reference this in the next Corporate Plan Annual Report 2019-20</p>
<p><u>1.2.6 Circular economy</u></p> <p>We would like to see <b>further evidence of how you are supporting the circular economy to reduce and re-use a wider range of resources and how you have explored linking these steps with your objectives around housing and regenerations.</b> We would suggest that a good starting point would be a discussion on opportunities, which could exist with local social enterprises.</p>	19	C – W&C	<p>Consider how we can better support the circular economy.</p>
<p><b>1.3 Advice for Objective 2 - To promote economic growth and regeneration whilst protecting the environment</b></p>			
<p><u>1.3.1 Waste</u></p> <p><b>We would like to see more information on the impact of your new waste strategy in this year's reporting.</b></p>	20	P&BC – PPI C – W&C	<p>Include in the Corporate Plan Annual Report 2019-20</p>

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<p><u>1.3.2 Carbon emissions – procurement &amp; tourism</u></p> <p>We are glad to see that you are also taking steps to reduce your carbon emissions via building efficiency, electric vehicles and active travel.</p> <p><b>We would like to see what actions you are taking towards this in respect of procurement and tourism in this year's reporting.</b></p>	20	RIH F L&R P&BC - PPI	<p>Make links with tourism through NCC Sustainable Travel strategy and group.</p> <p>Review and update procurement policies to consider carbon emissions, efficiency, electric vehicles, active travel. See 2.1.3.</p> <p>Include in the Corporate Plan Annual Report 2019-20</p> <p>Consider carbon emissions in relation to procurement and tourism.</p>
<p><u>1.3.3 Circular economy</u></p> <p>Likewise with linking the previous objective to this one, we would like to see further evidence of how you are supporting the circular economy to reduce and re-use a wider range of resources and how you have explored linking these steps with your other objectives.</p> <p><b>A</b> new approach to housing could create many opportunities for Wales - <b>shift towards low-carbon green economy</b> and <b>better-quality work</b> through <b>developing Welsh enterprises</b> and a supply chain that can deliver <b>future-fit housing</b>, supporting more vibrant and cohesive communities through <b>improved place-making with access to green space</b> and better integration with other services and local services/assets, with a <b>reduction in raw material consumption</b> and waste production and well-connected resilient environments for everyone in Wales</p> <p>This links to all of your other objectives and we would like to see this coherent approach reflected in this year's reporting.</p>	20	RIH RSLs	See 1.2.6
<p><u>1.3.4 Zero-carbon performance rating of existing homes</u></p> <p><b>We would like to see regenerating and decarbonising existing homes and empty homes and buildings.</b></p> <p>The Independent Review into Affordable Housing has recently reported with their findings, providing recommendations on a new approach to housing. One of the recommendations is that homes should be expected to be near zero carbon/energy performance rating A from 2021, and have a long term goal that by 2025 (at the latest), all homes have the same standards, irrespective of tenure.</p>	20	RIH	<p>Review recommendations.</p> <p>Work with Housing associations to investigate the possibilities.</p> <p>Consider how we are regenerating and decarbonising existing homes and empty homes and buildings.</p>

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<p><u>1.3.5 Place-making approach</u></p> <p>National guidance, including WelTag and Planning Policy Wales 10, have been updated to help you to consider equality of access, health, air quality, promoting active travel and reducing carbon emissions when you formulate options for infrastructure decisions. C40 is a network of the world's cities committed to addressing climate change and London is about to become 'greener, healthier and wilder' through becoming the world's first national park city. <b>What can Newport do?</b></p> <p><b>We would like to see evidence of these considerations in how you take steps to meet this objective. We expect to see how adopting a place-making approach, in line with PPW, is influencing decision making and enabling you to maximise your contribution to the well-being goals.</b></p>	20	RIH	<p>Include work on the Air Quality SPG and the Sustainable Travel SPG in the Corporate Plan Annual Report 2019-20 to evidence this.</p> <p>Consider the hub work and the Strong Resilient Communities work.</p>
<p><b>1.4 Advice for Objective 3 - To enable people to be healthy, independent and resilient</b></p>			
<p><u>1.4.1 Active travel</u></p> <p>As you are aware, organisations in and around Cardiff (including ours) have signed the '<b>Healthy Travel Charter</b>' - commitments to enable their own staff to travel actively.</p> <p>We are aware that conversations have started within Gwent to progress this and we would encourage as many public bodies as possible to start making these simple changes within their own organisations.</p>	21	P&BC - PPI C - E&L	<p>Looking at the possibility of adopting a Travel Charter in the Newport area.</p>
<p><u>1.4.2 Integrated wellbeing networks</u></p> <p>We understand that you will be working to implement the <b>Integrated Wellbeing Network within Newport and we would like to see in future reporting how this is supported by your other objectives, such as promotion of green space.</b></p>	21	P&BC - PPI	<p>Include in the Corporate Plan Annual Report 2019-20</p>
<p><u>1.4.3 Wider determinants of health</u></p> <p>The WHO have identified that only 10% of the gap in health inequality within European countries is due to health services. <b>Differences in quality of living conditions</b> contributes to 29%, including <b>access to green space</b>. <b>Lack of agency trust, belonging and insecure neighbourhoods</b> explain 19% of the gap. <b>Poor quality housing</b> costs Welsh society £1bn a year according to Public Health Wales research.</p> <p><b>In future reporting we would like to see how this is being considered and is supporting other objectives.</b></p>	21	C RIH	<p>In the Corporate Plan Annual Report include how we are reducing the differences in quality of living conditions, access to green space, sense of belonging, insecure neighbourhoods and lack of agency trust to meet our objectives.</p>

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<p><u>1.4.4 Preventative spending</u></p> <p>The Commissioner has recently agreed a “<i>definition of preventive spend</i>” with Welsh Government and we would like to see LAs also adopting this to inform spending decisions and help you understand the different points of intervention.</p> <p>It is now more important than ever to ensure that we are maximising the use of resources. As such, the Commissioner has called for a <b>shift from acute spending to preventative spend which requires a clear understanding of what you are trying to prevent and where the intervention needs to happen to be most effective.</b></p>	21	F SLT C	<p>Review the “<i>definition of preventative spend</i>” and consider how this can be incorporated in to NCC spending decisions.</p> <p>This could be considered as part of the budget setting decision-making process.</p> <p>There are also links with the Highways Asset Maintenance Plan that should be considered.</p>
<p><u>1.4.5 Integrated working &amp; pooled budgets</u></p> <p>Good practice has seen the <b>use of pooled budgets between organisations to break down barriers</b> further and that resources are available at the right level at the right time which may not be within one organisations control.</p> <p>We would like to <b>see evidence of a move towards an integrated way of working</b> across organisations and service areas, such as with the partnership with Barnardo’s for Edge of Care services, in this year's annual report.</p>	21	All	<p>Include in the Corporate Plan Annual Report 2019-20.</p> <p>Green &amp; Safe Spaces Engagement Officer evidences this. There are other examples that also could be included. There are also examples of pooled budgets.</p>
<p><b>1.5 Advice for Objective 4 - To build cohesive and sustainable communities</b></p>			
<p><u>1.5.1 Planning</u></p> <p>The planning system is a very important policy, decision making and delivery mechanism. It should be seeking to <b>maximise delivery of outcomes against all aspects of well-being, thus seeking to maximise contributions towards all 7 well-being goals.</b> It is now one of the Commissioner's areas of focus and we will be publishing advice regarding planning for public bodies later in the year.</p> <p>In this way, many of your objectives are inter-connected and we would like a more coherent sense going forward of how Newport City Council sees itself taking all reasonable steps towards objectives, that maximise contribution to the goals.</p>	22	RIH	<p>Review “<i>advice regarding planning for public bodies</i>” when published.</p>
<p><u>1.5.2 Place-making approach</u></p> <p>Linked to objective 2, we expect to see how <b>adopting a place-making approach</b> (in line with PPW) is influencing your decision making, enabling you to demonstrate how good planning goes beyond housing, and can support your progress across multiple objectives.</p>	22	RIH	1.3.5

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<p><u>1.5.3 Housing</u></p> <p>We appreciate your focus on ensuring people can remain in their own homes and addressing homelessness, however <b>how are the anticipated demographics and technological advances being considered in developing housing which is fit for the future?</b></p> <p>The Independent Review into Affordable Housing has recently reported with their findings, providing recommendations on a new approach to housing, which should also consider <b>adaptability to future needs</b>, we cannot see evidence that you are considering <b>housing that is 'fit for the future'</b> e.g. <b>protected from future challenges like extreme weather, adaptable for different demographic groups and the ability to adapt to changes in energy source.</b></p> <p><b>In this year's reporting, we would like to see evidence that you're considering these long-term trends more fully in relation to this objective.</b></p>	22	RIH RSLs	<p>Consider how demographics and technological advances relating to housing for the future are anticipated and planned for.</p> <p>Three horizon future processes could be used to develop an approach.</p>
<p><u>1.5.4 Cohesive communities well-being goal</u></p> <p>As part of the 'journeys towards the well-being goals', the Commissioner will shortly be publishing 'a journey towards a Wales of cohesive communities'.</p> <p><b>We would like to see how you are considering some of these actions in future reporting on this objective to move from 'being more adventurous' (as you have currently rated progress) to 'owning our ambition'.</b></p>	22	P&BC -PPI	Review "a journey towards a Wales of cohesive communities" when published.

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Section 2: Advice for all Local Government	Page	Lead	Suggested actions
<u>2.1 Capacity</u>			
<p><u>2.1.1 Leadership &amp; transparency</u></p> <p>Implementing the Act requires the leadership of an organisation to demand change and create the culture that allocates time and resource to try different things, challenge the status quo and communicate learning. <b>We want to see this shift in attitude and action – what is different to before should be reported clearly and transparently.</b></p>	4	SLT	Raise with SLT
<p><u>2.1.2 Support networks for officers</u></p> <p>LA officers who are change makers in their organisations can feel frustrated and isolated. <b>We encourage joining networks like the Sustainable Development Co-ordinators' Cymru Network.</b></p>	5	P&BC - PPI	Publicise on Intranet pages when updated.

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<p><u>2.1.3 Seven corporate areas of change</u></p> <p>There is insufficient focus within Local Government on transforming ways of working in the seven corporate areas of change.</p> <p><b>The Commissioner set out in ‘Well-being in Wales: the journey so far’ that public bodies must begin reporting on how corporate areas of change are adapting their ways of working and we are monitoring your progress on this.</b></p>	5	P&BC - PPI	<p>Clearly reference the seven areas of change in the Corporate Plan Annual Report 2019-20.</p> <p>Investigate each area of change and see whether our procedures / polices need updating to support the ethos of the Act. E.g. procurement, assets etc</p>
<p><u>2.1.4 Financial planning &amp; risk management</u></p> <p>Financial planning and risk management are two of the seven corporate areas that must place the sustainable development principle at their heart, and the Commissioner has recently agreed a <u>definition of preventive spend</u> with Welsh Government. <b>LAs should also adopt this and use it to inform spending decisions.</b></p>	5	SLT F	See 1.4.4
<p><b>2.2 Variation in demonstrating how setting objectives and decision-making is applying all of the five ways of working</b></p>			
<p><u>2.2.1 Five ways of working</u></p> <p><b>LAs need to better explain how they have applied the five ways of working and duties to take all reasonable steps to meet objectives to their decision-making.</b></p> <p>The Commissioner has provided resources to help with this – such as the Future Generations Frameworks. In future years, she will be considering how you have demonstrated clearly that these resources have been used to work through proposals, decision-making and scrutiny.</p>	6	P&BC - PPI	Clearly reference this in the Corporate Plan Annual Report 2019-20.
<p><u>2.2.2 Long-term trends</u></p> <p><b>In meeting objectives, Local Government should more clearly demonstrate how they have considered long term trends and scenarios.</b></p> <p>Most, for example, have objectives on skills but very few have demonstrated how they have (with or without other partners) considered what skills will be needed in the future beyond planning for existing skills gaps. Aside from the use of well-being assessments, which considered the long-term trends and data for each area, consideration of long-terms trends is not yet embedded in decision-making processes. A large part of this appears to be due to capacity and expertise. The Government, LAs and the WLGA should seek to find ways to build capacity in this area. Some LAs have used PSB regional funding to build capacity for futures thinking (such as in Gwent), but Government should establish a targeted resource to individual public bodies specifically for this purpose.</p>	6	P&BC - PPI	<p>Investigate including future trends in the Corporate Plan Annual Report 2019-20.</p> <p>Review and sue the Ash Futures and the 3 horizon work as a tool.</p>

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<p><u>2.2.3 Collaboration and connectivity of objectives with other organisations</u></p> <p>Whilst collaboration has increased through working at PSB level, LAs should look for more opportunities to increase connectivity between their objectives and those of others. LAs need to seek opportunities t for collaboration beyond the usual suspects. National bodies who do not play a part in PSBs, for example, as well as a broader range of third sector bodies, colleges, universities and private sector companies can play a role in jointly delivering well-being objectives.</p> <p><b>LAs should undertake an assessment of the potential partners who could help them to deliver well-being objectives, and aim to find capacity for officers to identify and develop such partnerships.</b></p>	6	P&BC - PPI	<p>In Newport, we do have a wider number of partners involved in our PSB. Include the range of partners in the Corporate Plan Annual Report 2019-20.</p> <p>Undertaken a partner mapping exercise.</p>
<p><u>2.2.4 Innovation</u></p> <p>True innovation is considering how to solve issues across the system, driving multiple benefits. Whilst electric vehicle infrastructure will be necessary, additional longer terms benefits to health, carbon reduction and poverty are more likely to be gained by introducing faster, convenient, cheaper, low-carbon public transport and infrastructure designed for pedestrians and cyclists – not motorists. The Commissioner is developing resources using the futures-tool 'Three Horizons' to help all public bodies think more innovatively about their long-term vision.</p> <p><b>LAs need to look at innovation that solves issues across the system driving multiple benefits.</b></p>	7	P&BC - PPI	<p>Look at how we solve problems across the system.</p> <p>Refer to <i>“Three Horizons futures tool”</i> when this has been developed.</p>
<p><u>2.2.5 Connections to other public bodies / Links to regional working</u></p> <p>We cannot see clearly how the connection to other public bodies who are critical to meeting the well-being objectives set by LAs are being adequately made. Explanation of how the priorities and delivery amongst city region or growth deal infrastructure, regional partnership boards and others are aligned with the delivery of LA wellbeing objectives is lacking in some cases. Reporting in many cases, for example, lacks explanation of how objectives relating to skills / employment are being delivered with Growth Deals, City Regions, Regional Skills Partnerships and schools, colleges or any Higher Education Institutions within the area.</p> <p><b>LAs need to define the connections with other public bodies who are critical to them meeting their well-being objectives</b></p>	7	P&BC - PPI	<p>See 1.1.3 &amp; 2.2.3</p> <p>Use the overlaps in the PSB Annual Report and Corporate Plan Annual Report to evidence how partners are working together to help is achieve our Well-being Objectives.</p> <p>Include in the Corporate Plan Annual Report 2019-20.</p>
<p><u>2.2.6 Meeting objectives through the lens of well-being</u></p> <p>We can see innovation in improving social well-being. In particular, through a number of examples relating to implementation of the Act. For example, well-being coordinators based in GP surgeries; social prescribing initiatives and school-based activities to improve health. But, opportunities are</p>	7	SLT P&BC	<p>When writing the Corporate Plan Annual Report identify all the well-being benefits of each example in the report.</p>

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<p>being missed to approach meeting these objectives using the lens of social, economic, environmental and cultural well-being. For example, in designing social prescribing programmes, we cannot see evidence that LAs and Health Boards are considering initiatives like 'heat on prescription', which not only improve social well-being in terms of health and fuel poverty, but contribute to environmental well-being through a reduction in carbon emissions also.</p> <p><b>LAs need to approach meeting their objectives using the lens of social, economic, environmental and cultural well-being</b></p>			<p>When starting a new project identify outcomes through the lens of each of the Well-being Goals (Integrated approach), so the wider impact on well-being can be evidenced.</p>
<p><u>2.2.7 Critical areas on change</u></p> <p><b>LAs need to demonstrate they are taking action across all areas of their organisation – especially in critical areas of change, such as decarbonisation.</b></p> <p>Despite some excellent initiatives, LAs are not consistently demonstrating that they are taking action across all of their areas of business and throughout their objectives to consider these challenges facing current and future generations.</p> <p>This will need to significantly improve and LAs must increase the pace of progress in meeting their well-being objectives.</p> <p>In providing advice on your well-being objectives, we have highlighted the challenges facing future generations in Wales and the actions we must collectively take to increase pace. For example: our targets to decarbonise and reduce emissions in Wales, the decline of biodiversity and ecological resilience, the changes to our jobs and skills linked to demographics and automation, our targets to increase Welsh speakers and more.</p> <p><b>We want to see how Local Government is moving from 'making simple changes' to 'leading the way' in contributing to our national well-being goals in this year's reporting.</b></p>	8	All	<p>Consider how we are moving from 'making simple changes' to 'leading the way' in contributing to our national well-being goals.</p> <p>Include in Corporate Plan Annual Report 2019-20.</p>
<p><u>2.2.8 Engaging business &amp; policy areas across the council</u></p> <p>Some LAs are missing <b>opportunities to engage business and policy areas across the whole organisation</b> to take all reasonable steps to meet their objectives. For example, despite over 100 well-being objectives being set on areas relating to skills, few LAs provided any reference to how they're working with schools on understanding their responsibilities under the Act.</p> <p>Examples like this require action from both Local Government and Welsh Government in spelling out the requirement of the Act to education providers and showing how it's being embedded in the rollout of the new curriculum.</p>	8	P&BC E	<p>Reference well-being work undertaken in schools in the Corporate Plan Annual Report 2019-20.</p> <p>Roll out training to schools so they understand their responsibilities under the Act.</p>

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<p><u>2.2.9 Connecting Objectives</u></p> <p>Many LAs are missing opportunities to <b>connect their objectives and create a more coherent picture across their organisation of how they are meeting their duty</b> to take all reasonable steps and maximise contribution to the goals.</p> <p>For example, many LAs have set objectives relating to giving children the best start in life alongside objectives to improve the natural environment or ensure housing is safe, accessible and affordable.</p> <p>Given the impact the natural environment (air quality, access to green space) and housing (see the WHO findings, for example) have on health and well-being, there are opportunities to connect objectives and reasonable steps more effectively.</p> <p><b>We expect to see at least consideration of this addressed in this year's reporting.</b></p>	8	P&BC - PPI	Reflect in the Corporate Plan Annual Report 2019-20
<b>2.3 Reporting is still seen as challenging given timescales and other requirements on LAs</b>			
<p><u>2.3.1 Revisiting objectives</u></p> <p>The timings of the legislation has been an issue for most LAs. Elections shortly after the publication of objectives (May 2017) and the later publication of Public Services Board well-being assessments and well-being plans are viewed as anomalies within the Act. <b>We would encourage critically revisiting objectives and steps on a regular basis.</b></p>	9	SLT P&BC	Review NCC objectives.
<p><u>2.3.2 Local Government Bill</u></p> <p>The requirements of the Local Government (Wales) Measure 2009 are seen as a distraction. LAs have told us they are disrupting their desire to act for the long-term in requiring an annual report that shows measurable improvement annually.</p> <p>This is still driving the wrong behaviours and requires a change in approach from Government.</p> <p>The Local Government Bill is seen as an opportunity to clarify the situation, and <b>we would encourage you engage with this Bill, push back to Government, challenge the current performance management structures using the Act as a catalyst for change.</b></p>	9	SLT P&BC - PPI	Ensure the Act is considered when responding to consultation responses relating to the Local Government Bill.
<p><u>2.3.3 Objectives / Steps</u></p> <p>LAs continue to inconsistently refer to well-being objectives and steps as 'priorities' or 'actions' or 'areas for improvement'. It is difficult to ascertain in some cases what the well-being objectives and steps are, which makes assessing progress to meet them difficult. The Act and the Commissioner's expectations states that <b>public bodies must clearly set out their well-being objectives and take all</b></p>	9	P&BC - PPI	Ensure the Corporate Plan Annual Report and all other reporting is consistent about which are objectives and steps.

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<p>reasonable steps to meet them. This must include how the five ways of working and national well-being goals have been used to inform the setting or reviewing of objectives and steps.</p>			
<p><u>2.3.4 Performance management &amp; reporting</u></p> <p>Performance management and reporting is still following a traditional approach, focused on what has been done ('the what' / outputs), rather than how it was done ('the how') and its impact ('the so what?' / outcomes). Some of this is being driven by performance measures set by Government which should be systematically reviewed to ensure they are aligned with the WFG Act.</p> <p>However, LAs accountable also have a role in showing leadership on this and seeking to measure what matters, not merely what can be counted. <b>Public bodies should be using more meaningful quantitative data and increasing their use of qualitative data to demonstrate how they are progressing towards meeting their objectives.</b></p>	9	P&BC - PPI	Include in Corporate Plan Annual Report 2019-20

## Key

Service Areas	
<b>A&amp;C</b>	Adult & Community
<b>C&amp;YP</b>	Children & Young People
<b>C</b>	City
<b>E</b>	Education
<b>F</b>	Finance
<b>L&amp;R</b>	Law & Regulation
<b>P&amp;BC</b>	People & Business Change
<b>RIH</b>	Regeneration, Investment & Housing

Teams	
<b>SLT</b>	Senior Leadership Team
<b>CMT</b>	Corporate Management Team
<b>PPI</b>	Policy, Partnership & Involvement
<b>HR</b>	Human Resources
<b>PP</b>	Planning Policy
<b>E&amp;L</b>	Environment & Leisure
<b>W&amp;C</b>	Waste & Cleansing

Other Organisations	
<b>NCH</b>	Newport City Homes
<b>RSLs</b>	Registered Social Landlords