

Futureproof Policymaking

Derek Walker

Future Generations Commissioner for Wales

Jacob Dafydd Ellis

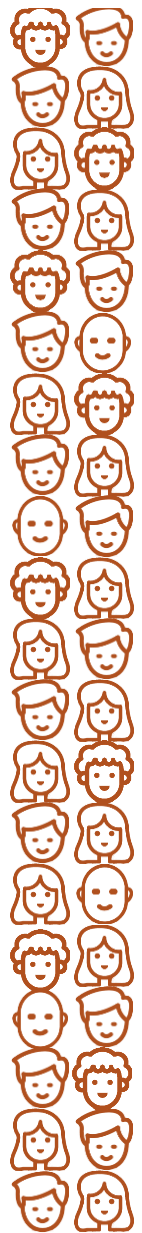
Director for External Relations and Culture

Jacob.Ellis@futuregenerations.wales



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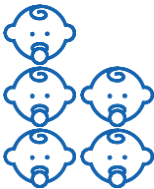


Population

8 Billion

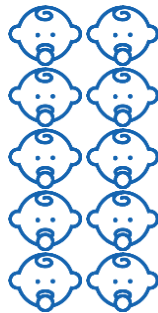
2023

1 Billion



2030

2 Billion



2037

3 Billion



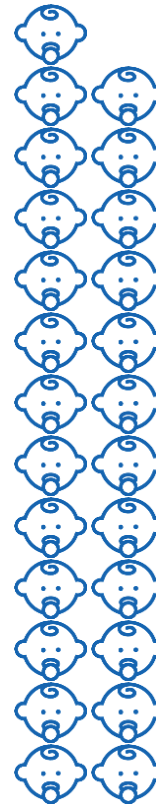
2044

4 Billion



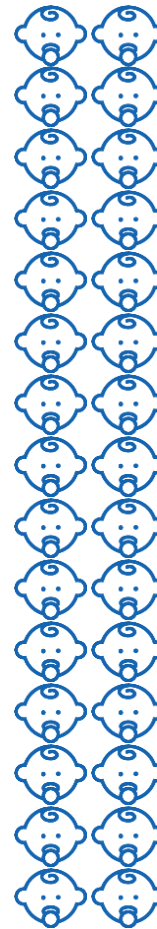
2052

5 Billion



2059

6 Billion



2067

7 Billion



2075

8 Billion



2083

Births

UN Principles for Future Generations

4. Think, plan and act with future generations in mind

Adopting a good ancestor policy would help infuse strategic foresight, long-term thinking and the precautionary principle into all stages of planning and programming from design and budgeting to implementation and evaluation.

The UN system should pursue due diligence and therefore purposefully shift to a more systematic understanding of global risks and long-term trends; collect and leverage disaggregated data and use evidence-based modelling and scenario-based foresight for development of anticipatory policy; transform systems of national and global accounting; promote the use of rigorous future impact assessments and support Member States to plan and act for the future.

Where uncertainties persist, the UN system should take a precautionary approach to risks – acknowledging that the actions of present generations can cause significant and irreversible damage to future generations and that a lack of scientific clarity on such risks should not be used as a reason for postponing measures to prevent potential harm.



The Basics: The Well-being of Future Generations Act



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National Well-being Goals (Sustainable development)



Understanding Wales

National Indicators



Milestones



Future Trends



Making it Happen (Well-being duty)



5 Ways of Working (Sustainable Development Principle)



Enabling the Change (Accountability)



Sustainable Development Principle

"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."

Well-being goals



Prosperous

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.

Resilient

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).

Healthier

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.



LLESIAN CENEDLAETHAU'R DYFODOL WELL-BEING OF FUTURE GENERATIONS

More Equal

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

Globally Responsible

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.

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.

Cohesive Communities

Attractive, viable, safe and well-connected communities.

Which public bodies does the Act include?

Welsh Ministers

Local Authorities (25)

Local Health Boards (7)

Public Health Wales NHS Trust

Velindre NHS Trust

National Park Authorities (3)

Fire and Rescue Authorities (3)



Natural Resources Wales

The Higher Education
Funding Council for Wales

The Arts Council of Wales

Sports Council of Wales

National Library of Wales

National Museum of Wales

5 Ways of Working



Involvement

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies



Long-term

The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives



The Basics: The Future Generations Commissioner for Wales



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Our Vision

- Cymru is a better place to live and has a bright and optimistic future – thriving, inclusive and green.
- Together we have protected the interests of those not yet born. Well-being and long-term thinking are at the heart of decision-making. *Cymru Can*.

Our Purpose

- We are a voice for future generations, acting today for a better tomorrow. We advise and challenge, holding decision makers to account. We inspire, convene, and mobilise for maximum impact.
- Together with others, we are growing a movement for change – putting long-term thinking and a future focus at the heart of everything we do.

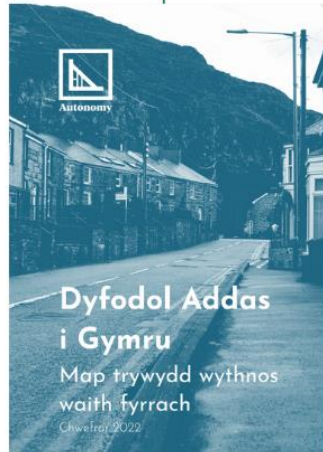


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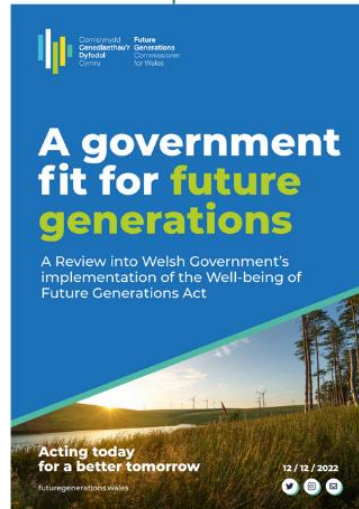
Advise,
encourage
and promote



Research



Carry out
reviews
and make
recommendations



Future
Generations
Report



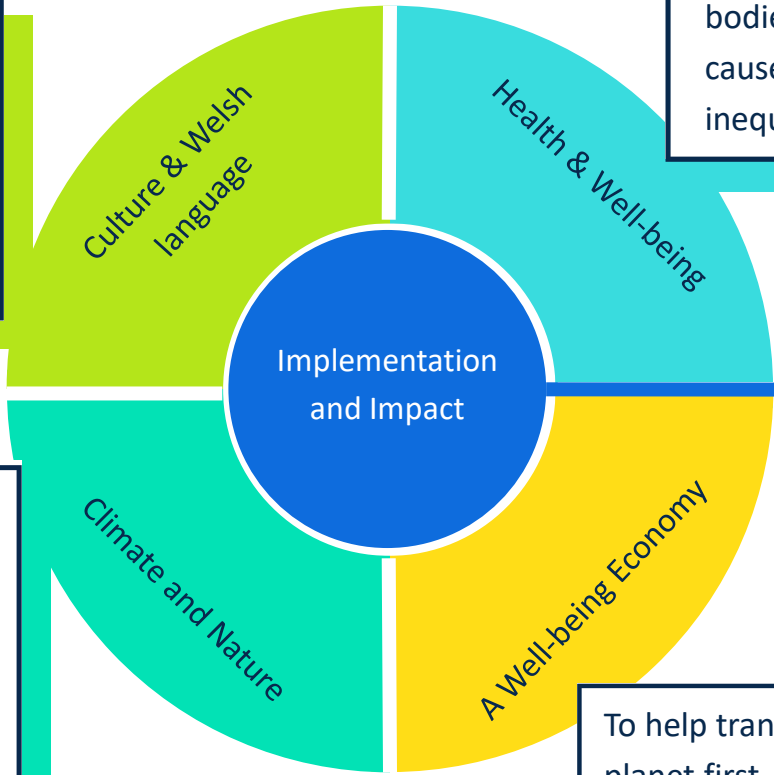
Sharing and
encouraging
good practice



Future Generations Commissioner for Wales

To reinforce the positive impact of cultural well-being. As a result, public bodies are making the urgent changes needed to promote culture and creativity, enhance the fabric of communities and promote multi-culturalism and the Welsh language.

To ensure all Welsh public bodies achieve their net zero and nature positive goals by 2030. As a result, public bodies are leading action on climate change including adaptation, in a way that reduces inequalities and maximises the benefits to people and communities across Wales.

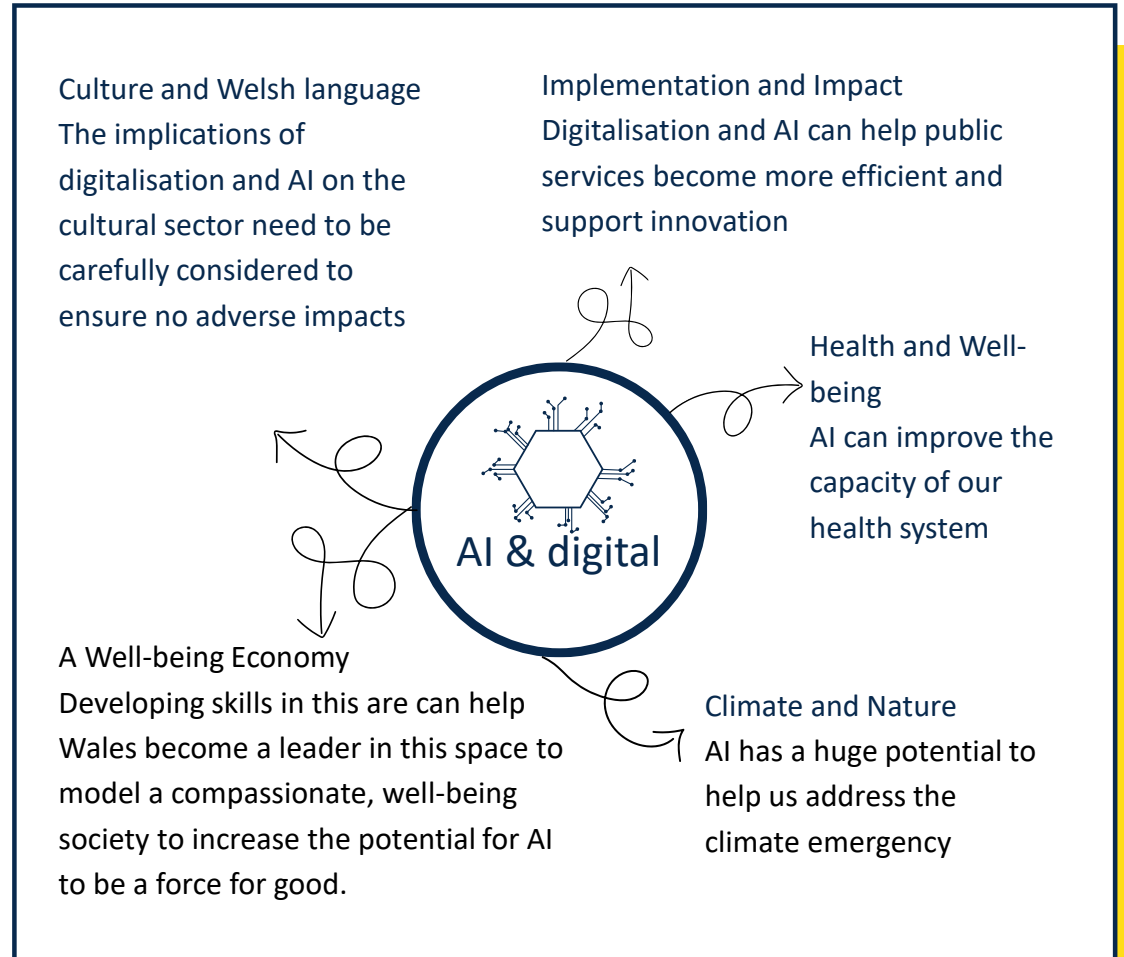
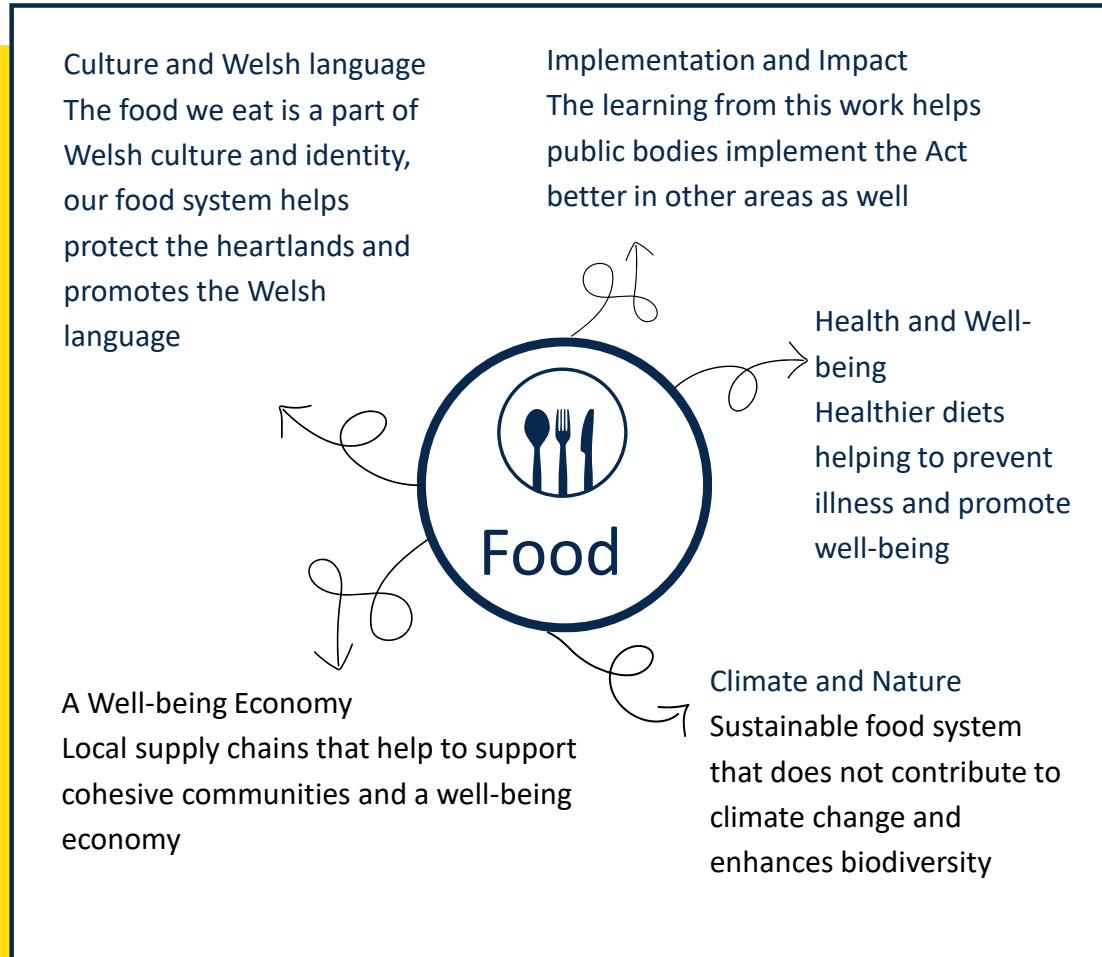


To facilitate a transformation in the way we keep people healthy, with a greater focus on prevention and the long term. As a result, public bodies are working together to tackle the root causes of ill health and addressing health inequalities.

To ensure the Well-being of Future Generations Act is applied effectively and with ambition in a way that improves the lives of the people of Wales now and in the future.

To help transition Wales to an economy that puts people and planet first. As a result, governments at all levels, communities and business are making this happen.

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Polycymaking in Practice: Section 20 Review



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A government fit for **future generations**

A Review into Welsh Government's
implementation of the Well-being of
Future Generations Act



**Acting today
for a better tomorrow**

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12 / 12 / 2022



Maturity Matrix

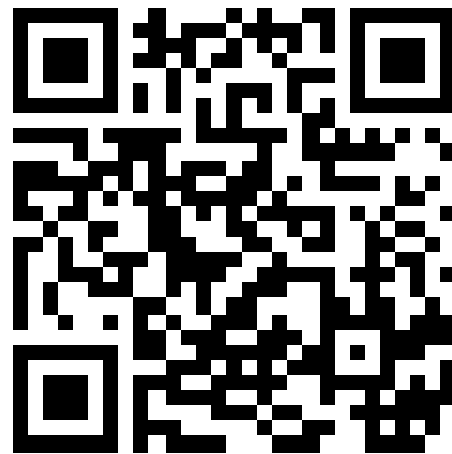
for the

implementation

of the

Well-being of

Future Generations Act



Polycymaking in Practice

Integration

- The Waste Strategy, Beyond Recycling, undertook a voluntary well-being assessment to map out its contribution across all goals.
- The Employability Plan uses the National Milestones as measures for success.

Involvement

- Community involvement was at the heart of Anti-Racist Wales with policymakers being paired up with a community mentor.

Long-term

- Wales Transport Strategy, Llwybr Newydd, looks 20 years into the future and includes long-term ambitions.

Prevention

- The Waste Strategy, Beyond Recycling, focuses on preventing further environmental, economic and social damage arising from the predominantly linear Welsh economy.

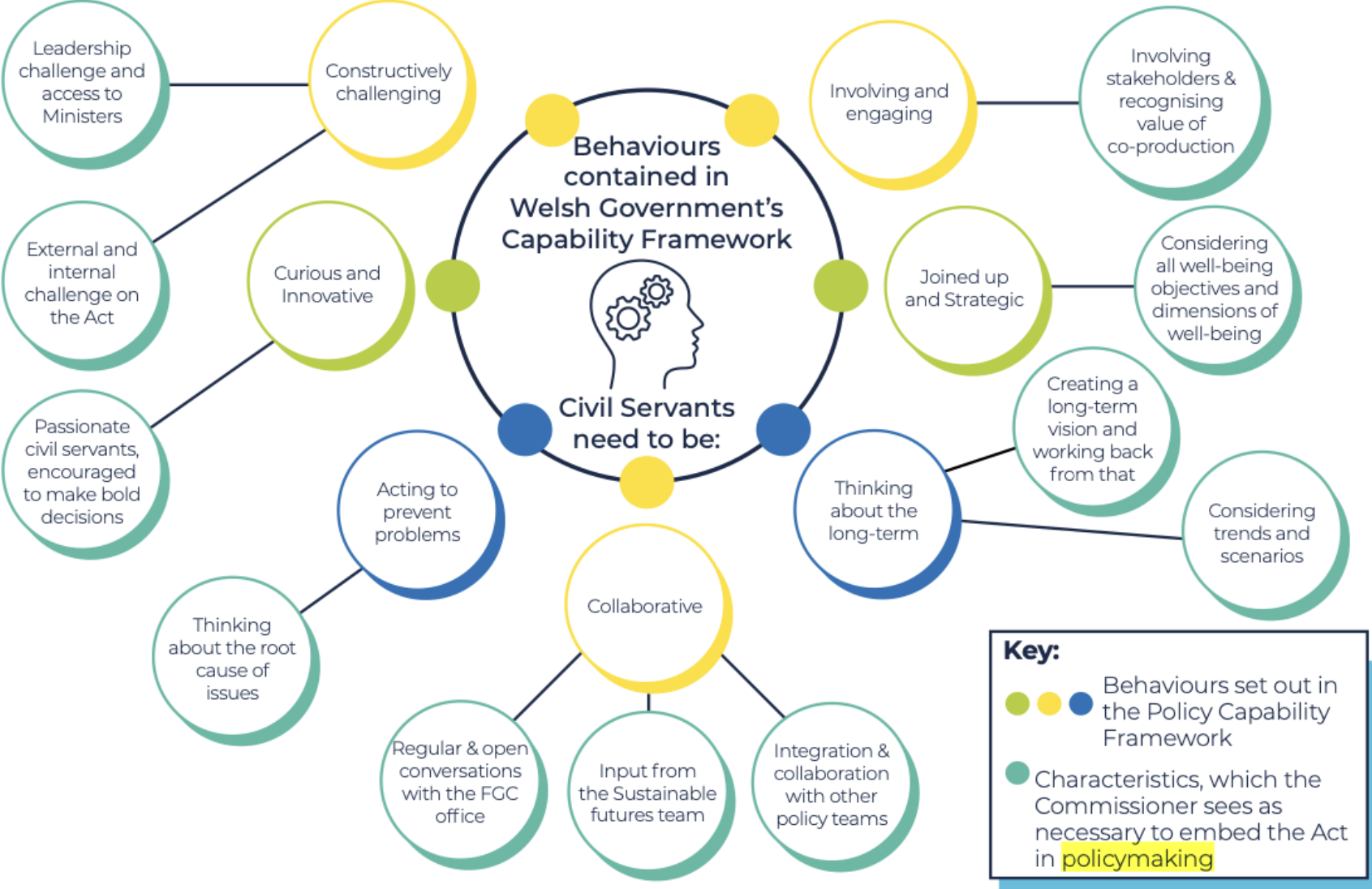
Collaboration

- For the Anti-Racist Wales plan, Welsh Government collaborate with ethnic minority stakeholder groups to develop the plan's actions.

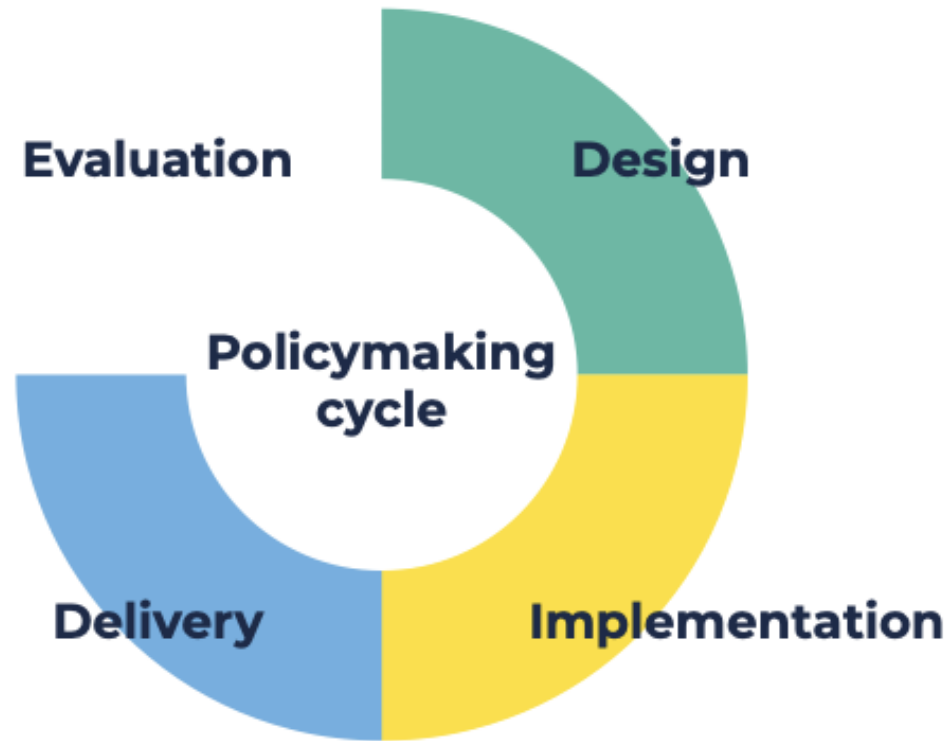
Polycymaking in Practice

- Future-proofing initiative
- UX Lab Community**
- Polycymaking in the Welsh Context
- Integrated Impact Assessments
- Polycymaking Guidance
- The Policy Capability Framework
- Ministerial Deep Dives
- Policy Delivery Guidance (Policy Making Handbook)**
- Policy Forum**
- Future Trends Report**

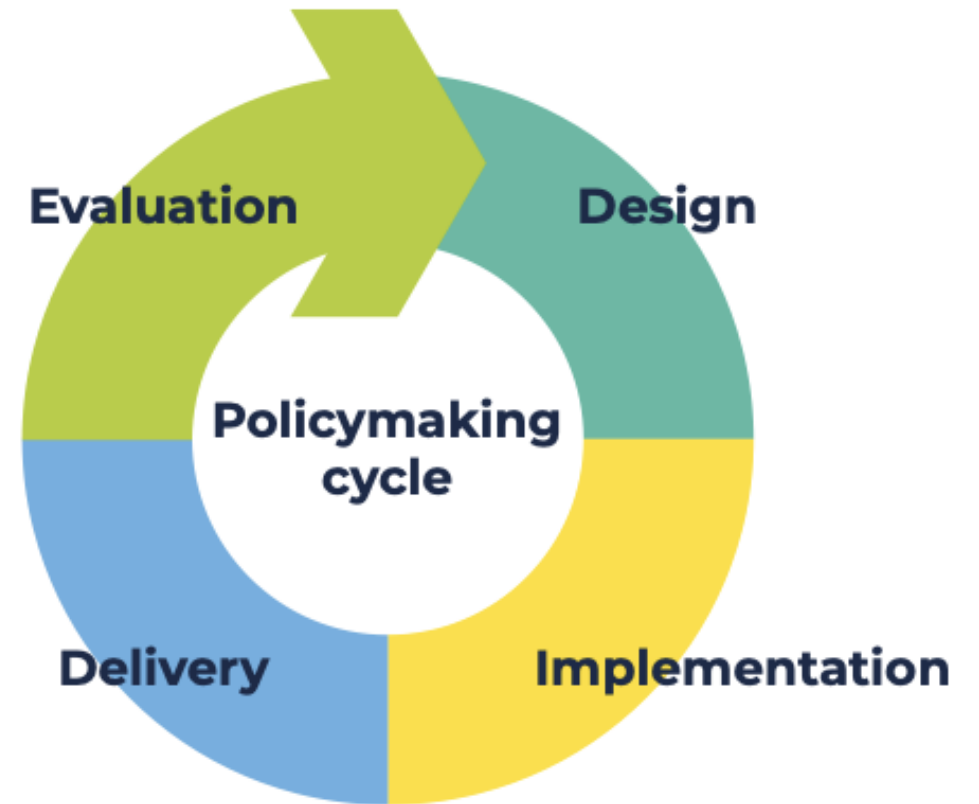
Welsh Government's Policy Capability Framework compared to the Future Generations Commissioner's good characteristics to embed the Act in policy



How it is



How it should be



This product has been developed as part of the Future Generations Commissioner for Wales' Section 20 Review into how Welsh Government is implementing the Well-being of Future Generations Act. You can find more information [here](#)



Process: Key elements of Implementation

Any organisation wanting to implement the Well-being of Future Generations (Wales) Act 2015 or wanting to deepen their implementation of the Act should aim at:



Long-term:

- Having a clear 25+ year vision, developed collaboratively, of the desired long-term future, with different timescales.
- Having strong and easily usable future trends and tools including different scenarios that enable early intervention and prevention.
- Providing enabling infrastructure (e.g. communities of practice) and resources to support futures knowledge and know-how to seize long-term opportunities and address current and future challenges.
- Using and developing tools to embed futures consideration in strategy and decision making to ensure intergenerational equity.



Prevention:

- Embracing and championing prevention and appreciating its long-term value.
- Ensuring understanding and appropriate use of the different types of prevention to maximise its efficiency and impact.
- Ensuring an understanding the root-causes of things to target them and not the symptom, including agreement on what needs preventing included at the core of the corporate strategy.
- Enabling early intervention including adopting preventative budgets and moving away for only providing acute responses.

Processes



Long-term					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Clear vision of the desired future.	<ul style="list-style-type: none"> Short-term thinking, 1 to 5 years. No long-term thinking in processes and strategies. No road map or theory of change to the end ambition or long-term vision. No consideration of intergenerational fairness in processes. Governance and corporate structures do not consider future trends that can impact the organisation. 	<ul style="list-style-type: none"> 5 to 10 years vision. Processes recognise the value of thinking long term but no process for application or review. Act as seen as the roadmap and vision for the future. Governance systems consider limited future trends directly impacting the organisation. 	<ul style="list-style-type: none"> 10 to 20 years vision. Underline the value of the long term in policy discussions, for example around budget and in consultations. Act seen as the framework for futures thinking. Governance systems consider how all dominant future trends impact the organisation directly or indirectly. 	<ul style="list-style-type: none"> 25+ vision. Value of long-term underlined through case studies. Success and outcomes of the roadmaps measured through milestones that help review the roadmap for the future. Assessments of intergenerational fairness of corporate strategy, policy and decisions. 	<ul style="list-style-type: none"> 25+ vision with multiple timelines and timescales designed in collaboration with others. Value of balancing short term and long-term needs applied routinely. Regular review of outcomes and milestones in collaboration with others. Intergenerational equity and fairness is a core consideration in all policy and decision making. Governance systems are adapted to the complex and volatile world; they measure and track new demands, achievements, and expectations of governance.
Strong and easily usable future trends and futures tools like scenarios.	<ul style="list-style-type: none"> No register of main trends. No evidence of use of futures tools or consideration. 	<ul style="list-style-type: none"> Register of national trends sent to staff but limited to organisational remit. Limited use of futures tools and scenarios. 	<ul style="list-style-type: none"> Register of national trends with narrative about impacts for the organisation and region. Discussed with teams and departments. Strategic futures tools and scenarios used in policy design and operationally. 	<ul style="list-style-type: none"> Register and narrative developed in collaboration with partners and includes local trends and milestones. Discussed individually and in teams. Use of the register mapped, and good practice collated. Strategic futures tools and scenarios used routinely. 	<ul style="list-style-type: none"> Register is only the starting point and signposts to multiple sources of information, tailored for departments and teams. Good practice and learning regularly included and updated as part of the future trends register. Toolkits available on different futures techniques and use of alternative futures scenarios.
Resourcing futures works and application, inc. training.	<ul style="list-style-type: none"> No funding. No training. No communication on need for future-thinking. 	<ul style="list-style-type: none"> Limited funding. No training. 	<ul style="list-style-type: none"> Funding to develop tailored trends register, narrative and training. Training on using trends, building scenarios and horizon scanning provided for some key individuals to address risks. Communication strategy reinforces future thinking. Consideration of future skills but no plan yet. 	<ul style="list-style-type: none"> Funding to develop trends register and narrative in collaboration with partners. Future thinking and long-term awareness included in induction training, and training available for a wide range of futures. Continuous communication strategy reinforces futures training and highlights new opportunities to staff. 	<ul style="list-style-type: none"> Funding available to develop knowledge and application of varied futures techniques by all teams and relevant individuals. Individuals and teams trained on the different futures techniques. Future skills trends and needs are considered as part of employee selection and evaluation systems. Future Skills included in Governance Strategy that co-ordinates action on organisation skills and appointments. Resource allocation responds to potential long-term risks and opportunities.
Tools to embed futures consideration in strategy and decision making.	<ul style="list-style-type: none"> Lessons from the past are still main influence. Processes address only current needs and pressures. No or little evidence that trends are considered in policymaking. Success measures only based on short term targets or outcomes. Futures techniques and scenarios not included in involvement and partnership work. 	<ul style="list-style-type: none"> Leadership helps demystify uncertainties in futures thinking. Processes include some reference to future trends e.g. in well-being assessments. Limited use of futures techniques but not consistent. Some success measures are long-term. 	<ul style="list-style-type: none"> Processes ensure long term impact, priorities and future needs are well understood and considered alongside short and medium-term needs. Register and other future tools taken into account and horizon scanning undertaken in most policy making and decision making. Long-term success measures discussed, reviewed and agreed collaboratively. Futures exercises or futures-based questions are included in involvement processes and work with local communities. 	<ul style="list-style-type: none"> Processes drive and ensure consistent use of bold and innovative futures techniques, of current and future needs, trends and pressures. Future trends and scenarios considerations deeply embedded and consistent in policy and decision making. Success measures stretching longer term, beyond one generation ahead. Processes ensure horizon-scanning is done in collaboration with others. 	<ul style="list-style-type: none"> Processes prioritise long-term outcomes and actions improving the economic, social, environmental and cultural well-being in the long-term and ensure adequate balancing of short, medium and long-term needs. Futures tools and techniques drive policy and decisions making cycles, above individual policy design. Multigenerational long-term success measures. Futures work is co-designed with partners and communities.

Further Resources



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Welsh Government



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WELL-BEING OF
FUTURE GENERATIONS

Welsh Government's
Well-being of Future Generations

Continuous Learning and
Improvement Plan 2023-2025

gov.wales



Future Generations framework for projects

Based on the well-being of Future Generations act

The Well-being of Future Generations (Wales) Act requires each public body to carry out sustainable development by setting (and publishing) well-being objectives designed to maximise contribution to achieving each of the well-being goals. Public Services Boards (PSBs) must also assess the state of well-being in its area, set local well-being objectives in its local well-being Plan, to maximise the PSBs' contribution to achieving the well-being goals. It may be that the well-being objectives set out in (PSBs) local well-being plans are the same objectives that individual public bodies decide to adopt. [The Guidance on the Framework](#) explains its purpose and how it should be used.

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Ways of Working

Long-term:

the importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Initial project development

Start designing your project from an understanding of how Wales might be different several generations from now, and what your long-term vision is (referring back to the goals).

- Identify the long-term, future trends and scenarios, challenges and opportunities that are most relevant to your project. These might be social, economic/political, environmental, cultural or technological and include known (e.g. ageing population, depleting natural resources), and those with a higher level of uncertainty (e.g. jobs and skills needed in the future). You may want to consider techniques such as back-casting, foresight and horizon scanning.

You can refer to a range of resources including the [Welsh Government's Future Trends report](#), the [World Economic Forum's Global Risks report](#), "[Now for the Long-term](#)" (the [Report of the Oxford Martin Commission for Future Generations](#)) and any relevant information on future trends contained in your local wellbeing assessment

- How do these trends affect your project, and what impact could your project have on these trends?
- How does your project mitigate, facilitate or make the most of these trends?
- How can you embrace long-term opportunities, recognising potential short-term needs? (You have to use the five Ways of Working to resolve potential conflicts)

Review of the project

Return to the trends you identified initially.

Consider how realistic the underlying assumptions are about future trends:

- If these assumptions are found to be incorrect – how useful is your project in addressing future challenges in Wales?

Consider how sustainable the project will be over its lifespan:

- How does the project support long-term well-being of people in Wales?
- Will the project be self-sustaining, or require significant additional or different resources?

Consider what will happen to the project at the end of its proposed lifespan:

For example:

- Can the materials be reclaimed / re-used / re-purposed?
- Can capacity be retained?



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THE FUTURE GENERATIONS POLICY LEADER TOOLKIT

● With Taylor Hawkins

This Toolkit, produced by the Future Generations Commissioner for Wales and Foundations for Tomorrow is designed to be digestible, while bringing cutting-edge policy thinking to the fingertips of policy leaders around the world, helping them to embrace this innovative and much needed approach. The Toolkit draws on global experiences and practice, from Wales, home to the Well-being of Future Generations Act, and beyond.



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