

NORTH WALES FIRE AND RESCUE AUTHORITY

FINAL DRAFT IMPROVEMENT AND WELL-BEING PLAN

2019-20

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INTRODUCTION

Fire and Rescue Authorities in Wales are required to publish improvement objectives in accordance with the Local Government (Wales) Measure 2009, and well-being objectives in accordance with the Well-being of Future Generations (Wales) Act 2015.

For the purposes of the Authority's planning processes these are treated as one and the same, in that shorter term improvement objectives can also serve as steps towards achieving longer term well-being objectives.

Rather than focusing on planning for the next few years, the Well-being of Future Generations (Wales) Act 2015 requires the Authority to set its sights further into the future and to consider what it can do now to start improving the lives of people who will be living in North Wales in the 2020s, 2030s and 2040s. By law the Authority must develop well-being objectives for itself that contribute to meeting Wales's well-being goals, and take steps to achieve those objectives.

This is an opportunity for public services to think in the longer term and to work together more effectively to tackle the complex issues that affect people's lives but cannot be resolved by just one organisation through short term plans.

The statutory deadline for publishing¹ is still 31st March, and the overall intention behind publishing remains the same, which is to explain publicly what the Authority's intentions are, to invite comments and suggestions, and to provide a basis for an Annual Performance Assessment published in October.

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¹ Fire and Rescue Authorities (Improvement Plans) (Wales) Order 2012 and paragraph 10 of Statutory Guidance "Shared Purpose Shared Future" (SPSF2).

The Local Government Measure 2009

Since 2009 North Wales Fire and Rescue Authority has been subject to the Local Government Measure 2009 that requires it to set and publish improvement objectives. As a designated "Welsh Improvement Authority" under this legislation, North Wales Fire and Rescue Authority's improvement plans must demonstrate that it has improved what it does in terms of at least one out of seven aspects of improvement, which are:

- 1. strategic effectiveness;
- service quality;
- service availability;
- 4. fairness;
- 5. sustainability;
- 6. efficiency; and
- 7. innovation.

Objectives do not have to change from year to year, or be achievable within a single year.

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

The aim of this Act is to improve the social, economic, environmental and cultural well-being of future generations of people in Wales. North Wales Fire and Rescue Authority, as one of the public bodies listed in the Act, must carry out "sustainable development" in order to help bring about that improvement in the Welsh population for the future.



WALES'S WELL-BEING GOALS

The Act lists seven well-being goals for Wales as a whole. These goals are intended to promote a sense of common purpose, and so encourage people and organisations to work together to help achieve the goals for the benefit of future generations of people.

By meeting its well-being objectives NWFRA will contribute to achieving the well-being goals for Wales by making Wales:

- **prosperous** because of the reduction in the direct and indirect financial impact of fires. Local areas will be better able to thrive economically and attract inward investment and public service resources will stretch further and achieve more than would otherwise have been affordable;
- **resilient** because of the continuing availability of well-planned and sustainably affordable public services, and because people and communities will increasingly have the knowledge and confidence to develop their own resilience;
- **healthier** because fewer people will fall victim to avoidable harms; the environment will be cleaner and natural resources and landscapes will be protected for outdoor activities;
- more equal because attention will be targeted at supporting and influencing those people whose health, personal characteristics and/or lifestyle at different points in their lives place them at increased risk;
- a country of cohesive communities because safe, resilient and confident communities are more likely to maintain a sense of common purpose, sharing services and their resources more equitably;
- a country of vibrant culture and thriving Welsh language because prosperous, resilient communities are better placed to develop a constructive culture and engage in a diversity of cultural pursuits, and also because the Authority's established commitment to the Welsh language means that anyone who contacts the Service is able to do so in either Welsh or English;
- a globally responsible country because of the element of environmental protection associated with the prevention of dwelling fires, and also because of the commitment to sustainability through responsible stewardship of the Authority's financial resources.

WHAT THE WFG ACT REQUIRES NORTH WALES FIRE AND RESCUE TO DO

The Well-being of Future Generations Act requires North Wales Fire and Rescue Authority to set and publish well-being objectives. These long-term objectives are changes that the Authority wants to help bring about in North Wales that will contribute to improving local well-being and to moving Wales closer to achieving its well-being goals. Having identified these long-term objectives, the Authority has a duty to take all reasonable steps to pursue them and to report publicly after the end of each financial year on the progress it has made.

The Act also requires North Wales Fire and Rescue Authority to engage as an active member of Public Services Boards (PSBs). These statutory boards bring relevant organisations together to plan and work jointly on improving the social, cultural, economic and environmental prospects of future generations of people in their area. North Wales Fire and Rescue Authority is a member of all four PSBs in North Wales - Wrexham; Flintshire; Conwy and Denbighshire; and Anglesey and Gwynedd.

The four North Wales PSBs published their local well-being plans as required in 2018. Feedback was sought from local residents, businesses and visitors, and copies were sent as required by the Act to the Welsh Ministers, the Well-being of Future Generations Commissioner, the Auditor General for Wales and the local authority's overview and scrutiny committee. The plans can be accessed using the links below;

https://conwyanddenbighshirelsb.org.uk/en/well-being-plan/

https://www.llesiantgwyneddamon.org/en/Cynllun-Llesiant/

https://www.wrexhampsb.org/well-being-assessment/

https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx

HOW NORTH WALES FIRE AND RESCUE AUTHORITY MUST ACT

The well-being duty

Every public body subject to the Well-being of Future Generations Act must carry out sustainable development, and in so doing, must set and publish well-being objectives that are designed to maximise its contribution to achieving each of the national well-being goals, and take all reasonable steps to meet those objectives in accordance with the Sustainable Development Principle and the 'five ways of working'.

The Well-being of Future Generations Act requires North Wales Fire and Rescue Authority to focus on trying to make sure that the things it does now don't have a negative impact on the lives of the people who will be living here in years to come.

The Authority must adopt particular ways of thinking and operating to help retain that focus on protecting the well-being of future generations of people.

The "five ways of working" defined in the Act involve:



Looking to the **long term** so that what happens now does not compromise the ability of future generations to meet their own needs.



Preventing problems from occurring or from getting worse.



Taking an **integrated approach**, considering how its own well-being objectives might impact on each other and on the achievement of the well-being goals for Wales.



Remembering the rich diversity of people in North Wales and encouraging them to **get involved** in the decisions that affect them.



Working **collaboratively** with others to help the Authority achieve its objectives, and, conversely, to help others to achieve theirs.



The Sustainable Development Principle: acting "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".

NWFRA has set its well-being objectives in accordance with the sustainable development principle in that:

It has considered the long term challenges facing North Wales which includes projected demographic changes of an ageing and growing population, and anticipated financial constraints affecting public services.



It has retained prevention at its heart, recognising that preventing fires and other harmful situations from arising makes better sense than response alone.



It has taken an integrated approach and considered other organisations' strategies (e.g. for community health services) as well as its own.



It has continued to build productive working relationships with a range of other organisations, planning and collaborating at different levels and through various forums, including the PSBs.



It has consulted widely and sought the views of the general public and representatives of particular groups whilst determining its objectives.



North Wales Fire and Rescue Authority will be monitoring its progress towards meeting its well-being objectives through the Service's day to day management arrangements and regular reports to the Authority.



NWFRA will involve other people with an interest in achieving the goals and ensure that those people reflect the diversity of North Wales.

The Service engages daily with a broad diversity of people who would have an interest in the achievement of Wales's well-being goals.

Through referrals from partner organisations the Service meets people whose circumstances make them more vulnerable to fires. Through particular prevention activities (e.g. safe and well checks, arson reduction actions and schools visits), courses (e.g. Phoenix) and professional networks and meetings, the Service holds regular conversations with people whose views and experiences help shape the services that are delivered.

The Service also engages regularly with the business community during audits of non-domestic premises — e.g. people running small family businesses, employers of large workforces, hoteliers, restaurant owners, hospital managers and educational establishments.

Information about the response to the Authority's 2018 public consultation is available on request or from the Authority's website².

In summary North Wales Fire and Rescue Authority must:

- Set and publish well-being objectives;
- Take all reasonable steps to meet those objectives;
- Publish a statement about its well-being objectives;
- Publish an annual report of progress;
- Publish a response to any recommendations made by the Future Generations Commissioner for Wales.

² http://www.nwales-fireservice.org.uk/media/338663/7-response-to-the-consultation-replies-received.pdf



WELL-BEING STATEMENT



NWFRA's long-term well-being objectives

- **A.** To support people to prevent accidental dwelling fires and stay safe if they do occur;
- **B.** To facilitate high quality, responsive and better integrated fire and rescue services so that prevention activity and emergency response can continue to be available when and where required, affordably, equitably and on the basis of risk.

To meet the well-being objectives in accordance with the sustainable development principle, NWFRA proposes to take steps to:







Deliver a comprehensive programme of prevention activity aimed at helping to keep people and communities safe from accidental fires in living accommodation.

Secure the Authority's financial sustainability by agreeing a budget for 2019/20 that maintains current level service provision (i.e. closing fire stations or removing fire appliances), through further ongoing internal efficiencies increase financial contributions from

Continue to explore opportunities to work with other organisations to offer a wider range of integrated services to the public of North Wales.



Improvement and Well-being Objective A: To support people to prevent accidental dwelling fires and stay safe if they do occur.

Rationale for choosing this objective;

The place where people are most likely to be killed or injured by fire is in the home, and this is despite being familiar with the layout of the building and usually being close to at least one escape route.

Our analyses of previous fire casualties identified a range of factors that can place people at increased risk from accidental fires in the home. These factors include:

- their age (young children and older adults);
- having a disability or a limiting medical condition;
- being alone at the time of the fire;
- being affected by alcohol and/or drugs;
- living in rented accommodation;
- having no working smoke alarm installed at the premises;
- having a previous history of careless disposal of lighted material;
- living in social deprivation.

The more contributory factors that relate to a person, the higher their risk of falling victim to a dwelling fire.

The future demographic profile of North Wales indicates an ageing population. According to published projections for the area, over the next twenty years, there will be a large increase in the number of people aged 75 or over and thousands more people living alone. The Authority believes that being able to influence people's behaviours, to equip them with the knowledge and resolve to keep themselves safe and well for longer and to counteract the effects of the contributory factors makes very good sense.

How this objective contributes to national well-being goals and the well-being of the population of North Wales.

Well-being goals	Aspects of well-being	66		9	1451	
	Economic	✓	✓	✓	✓	✓
A prosperous	Social					
Wales	Environmental					
	Cultural					

Apart from the emotional impact and personal loss associated with fires in the home, there is also an economic impact, e.g. the cost of repairs, higher insurance premiums and lost work time; the cost of emergency response, medical care, re-housing and foster care; the effect on property values and attractiveness to business set-ups in the area.

Well-being goals	Aspects of well-being	60		5	KS	
	Economic	✓	✓	✓	✓	✓
A resilient	Social	✓	✓	✓		✓
Wales	Environmental					
	Cultural	✓	✓	✓		✓

Individuals and communities who know how to prevent fires and stay safe when they do occur will be economically, socially and culturally more resilient. Public and voluntary services working together can avoid costly duplication and inefficiency and provide a better quality of service when it is needed. Public money can be reserved for those things that could not be prevented.

Well-being goals	Aspects of well-being	66		9	P.ST	
į	Economic	✓	✓	✓	✓	✓
A healthier	Social	✓	✓	✓	✓	✓
Wales	Environmental	✓	✓	✓	✓	✓
! !	Cultural	✓	✓	✓	✓	✓

Even minor physical injuries can be traumatic when someone has a fire in their home, but serious injuries or the death of a friend or family member can have far reaching consequences for physical and mental health. The polluting effect of fires contributes to a less healthy environment, which in turn deters people from outdoor activities.

Well-being goals	Aspects of well-being	66	9	9	KS	
	Economic	✓	✓	✓	✓	✓
A more equal	Social	✓	✓	✓	✓	✓
Wales	Environmental					
	Cultural	✓	✓	✓	✓	✓

There is a recognised association between vulnerability to fire and social deprivation, disability and age. Targeted prevention work aims to redress the balance and help counteract the effects of those particular characteristics.

How this objective contributes to national well-being goals and the well-being of the population of North Wales cont.

Well-being goals	Aspects of well-being	8	9	5	1451	
	Economic	✓	✓	✓	✓	✓
A Wales of cohesive communities	Social	✓	✓	✓	✓	✓
	Environmental					
	Cultural	✓	✓	✓	✓	✓

Neighbourhoods free from accidental dwelling fires contribute to attractive, viable, safe and well-connected communities that have a better chance of maintaining a sense of common purpose, sharing services and their resources more equitably.

Well-being goals	Aspects of well-being	66		9	KSI	
	Economic					
A Wales of vibrant	Social	✓	✓	✓	✓	✓
culture and thriving Welsh language	Environmental					
<u> </u>	Cultural	✓	✓	✓	✓	✓

Communities that are free from accidental dwelling fires are more prosperous, so more resilient and better able to develop a constructive and affirmative culture that engages in a diversity of cultural pursuits.

Well-being goals	Aspects of well-being	66	•	5	I SI	
	Economic	✓	✓	✓	✓	✓
A globally	Social					
responsible Wales	Environmental	✓	✓	✓	✓	✓
	Cultural					

Preventing accidental dwelling fires contributes to clean air and water supplies.



Step towards meeting the well-being objective

The step that North Wales Fire and Rescue Authority proposes to take towards meeting objective A is to deliver a comprehensive programme of prevention activity aimed at helping to keep people and communities safe from accidental fires in living accommodation.



Actions towards meeting the well-being objective



During 2019/20, North Wales Fire and Rescue Authority will:

- Deliver 20,000 Safe and Well Checks, with at least 25% of those being delivered to households referred to the Service by another agency.
- Continue to improve the effectiveness of Safe and Well checks by investigating their scope and agreeing Safe and Well principles across Wales to support a consistent approach to delivery.
- Consider aligning the criteria for risk rating Safe and Well checks across Wales.
- Agree on an all Wales basis what community safety messages will be used by the three Welsh FRA's to try and help reduce the number of primary fires.
- Through analysis of past occurrence patterns, identify and seek to reduce the anticipated incidence of specific categories of fires.
- Further develop knowledge and understanding of factors that contribute to a
 person's vulnerability to dwelling fires and utilise this to provide well-timed,
 targeted messaging to build awareness of risks and consequences and try to
 influence and change behaviours.
- Continue to work with partner organisations and build new partnerships where appropriate.
- Maintain the currency of existing information-sharing agreements, and seek to establish new agreements where appropriate.



Improvement and Well-being Objective B: To facilitate high quality, responsive and better integrated fire and rescue services so that prevention activity and emergency response continue to be available when and where required, affordably, equitably and on the basis of risk.

Rationale for choosing this objective;

Given the backdrop of financial uncertainty³ and the potential increase in demand for services across the public sector, it is inevitable that the Authority will be faced with challenges to being able to sustain its services over the coming decades.

While living longer is to be welcomed, the projected ageing population can result in there being fewer people of working age to support those of pension age. Figures for the UK produced by the Office for National Statistics (ONS) show⁴ that the number of people of a pensionable age will rise from an estimated 308 for every 1,000 people of a working age in 2016 to 365 for every 1,000 people of a working age in 2037.

The ONS also observes that "while a larger population increases the size and productive capacity of the workforce, it also increases pressure and demand for services such as education, healthcare and housing".

The pressure on fire and rescue services is therefore likely to come from several different directions including being able to recruit and retain sufficient operational firefighters who meet the requisite fitness standards, and securing sufficient funds to pay for delivering fire and rescue services at a time of increasing demand for a range of public services.

In addition, there may be additional pressures placed on fire and rescue services budgets as a result of potential changes to, and expansion of the fire-fighter role that could increase pay significantly.

³ See (examples): "Financial resilience of local authorities in Wales 2015-16" Auditor General for Wales. https://www.wao.gov.uk/system/files/publications/445A2016-Financial-resilience-eng.pdf

[&]quot;Future pressures on Welsh public services", Mark Jeffs, Wales Public Services 2025.

http://www.walespublicservices2025.org.uk/files/2016/03/Mark-Jeffs-WPS2025-Summary-Report1.pdf

[&]quot;Welsh budgetary trade-offs to 2019–20", D. Phillips and P. Simpson, The Institute for Fiscal Studies, Sept. 2016. https://www.ifs.org.uk/uploads/publications/docs/IFS%20report%20R120.pdf

⁴https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/mar2017.

How this objective contributes to national well-being goals and the well-being of the population of North Wales.

Well-being goals	Aspects of well-being	66		5	P.S.Y	
	Economic	√	✓	✓	✓	✓
A prosperous	Social					
Wales	Environmental					
	Cultural					

Preventing fires and responding swiftly to emergencies when they occur helps to avoid or reduce the human cost, insured and uninsured losses, the cost of repairs and lost productivity, and the reduced attractiveness of an area to inward investment.

Well-being goals	Aspects of well-being	8	•	9	155	
İ	Economic	✓	✓	✓	✓	✓
A resilient	Social	✓	✓	✓		✓
Wales	Environmental					
	Cultural	✓	✓	✓		✓

Rationalising the Authority's own costs and finding a balanced way of funding the service over the next few years will help sustain fire and rescue services into the future, making the area more resilient to demographic and other changes. Planning services on the basis of risk ensures the best distribution of available resources.

Well-being goals	Aspects of well-being	66		5	KS	
	Economic	✓	✓	✓	✓	✓
A healthier Wales	Social	✓	✓	✓	✓	✓
	Environmental	✓	✓	✓	✓	✓
	Cultural	✓	✓	✓	✓	✓

This objective seeks to ensure the best spread of financial resources for providing life-saving fire and rescue services. Inevitably there are challenges with a system of short term budgeting, but financial planning seeks to anticipate and address problems before they arise, ensuring the best use of resources and the continuing provision of services.

Well-being goals	Aspects of well-being	60	9	9	1551	
i	Economic	✓	✓	✓	✓	✓
A more equal	Social	✓	✓	✓	✓	✓
Wales	Environmental					
	Cultural	✓	✓	✓	✓	✓

Affordable, equitable services planned on the basis of risk and delivered when and where required apply to all.

How this objective contributes to national well-being goals and the well-being of the population of North Wales cont.

Well-being goals	Aspects of well-being	66		5	155	
A Wales of cohesive communities	Economic	✓	✓	✓	✓	✓
	Social	✓	✓	✓	✓	✓
	Environmental					
	Cultural	✓	✓	✓	✓	✓

Avoiding the effects of fires and other emergencies contributes to more attractive, viable and safe communities.

Well-being goals	Aspects of well-being	66		9	1551	
A Wales of vibrant culture and thriving Welsh language	Economic					
	Social	✓	✓	✓	✓	✓
	Environmental					
	Cultural	✓	✓	✓	✓	✓

Communities that have access to effective prevention and emergency response services will be better able to focus on maintaining the Welsh language, creating a positive culture and protecting its heritage.

Well-being goals	Aspects of well-being	80		5	Page 1	
A globally responsible Wales	Economic	✓	✓	✓	✓	✓
	Social					
	Environmental	✓	✓	✓	✓	✓
	Cultural					

High quality fire and rescue services contribute to a cleaner, better environment and protects natural resources.

Steps towards meeting the well-being objective



The steps that North Wales Fire and Rescue Authority propose to take towards meeting objective B are to:

- 1. To deliver fire and rescue services in North Wales within the agreed budget, whilst continuing to pursue ongoing internal efficiencies.
- 2. Continue to explore opportunities to work with other organisations to offer a wider range of integrated services to the public of North Wales.



Actions towards meeting the well-being objective



Having carefully considered the alternatives for ensuring a balanced budget in the year 2019/20, the Authority indicated that it was not minded to pursue large scale savings because it judged that the level of risk would be too high at this time. The revenue budget has been developed using current levels of service provision, however work will continue to identify any further internal efficiency savings that can be made in 2019/20, being mindful of the increasing financial pressures that constituent authorities are facing.

During 2019/20, North Wales Fire and Rescue Authority will:

- Deliver services within the agreed revised budget of £35,237,112 which is less than the initial assessment, reflecting measures taken as part of the budget setting process to minimise the impact of an increase in contributions from constituent Authorities.
- Continue to focus on minimising budgetary increases and identifying efficiencies within the Service.

Actions towards meeting the well-being objective continued.

- Remain open to opportunities for work beyond organisational boundaries to offer a wider range of services, particularly those that will improve health, safety and wellbeing outcomes as part of a person-centred 'safe and well' approach.
- Continue to monitor and evaluate the impact and effectiveness of programmes undertaken in partnership with other organisations such as the Missing from Home and Means of Entry schemes.
- Consult publicly on proposed steps to be taken towards achieving the wellbeing objectives during 2020/21 and agree the budget for that year based on known and anticipated costs.
- Continue to seek out new opportunities to develop apprenticeship schemes within the Service.

CONTACT DETAILS

Postal North Wales Fire and Rescue

address: Fire and Rescue Service Headquarters

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St Asaph Business Park

St Asaph

Denbighshire

LL17 0JJ

Telephone: 01745 535250

Website: www.nwales-fireservice.org.uk

HOW TO CONTRIBUTE TO FUTURE IMPROVEMENT OBJECTIVES

The Authority conducts a public consultation each year when it publicises its proposed objectives for the following year and invites comments from anyone with an interest in what the Authority does. All comments received are taken into account before finalising the following year's plans.

Anyone wishing to contribute new ideas about future improvement objectives are welcome to write to the Chief Fire Officer at the address shown above.

THE FUTURE GENERATIONS COMMISSIONER'S PRIORITY AREAS

The Future Generations Commissioner has set out six priority areas of work based on research undertaken during 2018 which identified the biggest challenges facing Wales. Information relating to this along with details about the 'Art of the Possible', a programme aimed at shining a light on examples of good work that is improving the well-being of communities across Wales can be found at Appendix B.

Appendix A

Financial contributions to North Wales Fire and Rescue Authority

£	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Anglesey	3,198,669	3,200,523	3,190,812	3,330,579	3,356,175	3,522,798
Gwynedd	5,588,255	5,602,787	5,598,221	5,851,817	5,914,137	6,226,618
Conwy	5,283,704	5,289,891	5,277,177	5,539,433	5,589,830	5,875,914
Denbighshire	4,342,155	4,360,740	4,363,962	4,524,683	4,568,797	4,805,681
Flintshire	7,018,721	7,033,548	7,022,578	7,339,795	7,409,315	7,790,476
Wrexham	6,340,507	6,398,354	6,433,093	6,574,970	6,654,624	7,015,625
TOTAL	31,772,011	31,885,843	31,885,843	33,161,277	33,492,877	35,237,112
Population estimate ⁵	694,038	695,549	697,122	698,715	700,310	701,922
Cost per head of population	£46	£46	£46	£47	£48	£50

£	Contribution 2018/19 £	Population Estimates 2019	Agreed Contribution 2019/20 £	Actual Change	% Change
Anglesey	3,356,175	70,174	3,522,798	166,623	4.96%
Gwynedd	5,914,137	124,034	6,226,618	312,482	5.28%
Conwy	5,589,830	117,048	5,875,914	286,084	5.12%
Denbighshire	4,568,797	95,729	4,805,681	236,884	5.18%
Flintshire	7,409,315	155,186	7,790,476	381,161	5.14%
Wrexham	6,654,624	139,751	7,015,625	361,001	5.42%
TOTAL	33,492,877	701,922	35,237,112	1,744,235*	5.21%

^{*}This reflects a real term increase in costs of £1.1m or 3.2%.

⁵https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Projections/Local-Authority/2014-based/populationprojections-by-localauthority-year

Appendix B

THE FUTURE GENERATIONS COMMISSIONER'S PRIORITY AREAS

To have the most impact, the Commissioner has decided it would be best to dedicate resources to a few areas in more detail. This was a large piece of work, spanning over 6 months, consulting with academics, stakeholders, experts and the public via 'The Conversation'. This resulted in discovering what people thought were the biggest challenges facing Wales and where the Commissioner could have the most impact.



THE ART OF THE POSSIBLE 'SIMPLE CHANGES'

The 'Art of the Possible' is one of the Commissioner's main programmes of work. It is a partnership approach to shining a light on great work that is improving well-being in communities across Wales. It sets out a positive vision of what a 'possible' Wales could look like if public bodies are able to adopt as many as possible of the 'simple changes' suggested by the Commissioner. A list of suggested changes can be found at; https://futuregenerations.wales/the-art-of-the-possible/

Some examples of the suggested simple changes include;

Encouraging employees to take breaks and eat away from their desks

The average British worker takes just 34 minutes for their lunch break, with more than half skipping their lunch break altogether. Studies also show an increase in productivity and the physical break from your desk helps your mind and body rest.



Maximising the potential for apprenticeships



Throughout 2017, the Economy, Infrastructure and Skills Committee looked at apprenticeships in Wales. Their work found that only 1.3% of apprentices in Wales are disabled. There are still huge inequalities facing young people accessing work, and apprenticeships are often a good way of breaking down those barriers.

Ensuring all access points have bilingual greetings



About a third of people in work who can speak Welsh always speak Welsh with their work colleagues, a third sometimes speak Welsh and a third never do.

