

## Agenda – Y Pwyllgor Cyfrifon Cyhoeddus

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Lleoliad:	I gael rhagor o wybodaeth cysylltwch a:
Fideogynhadledd drwy Zoom	<b>Fay Bowen</b>
Dyddiad: Dydd Llun, 1 Chwefror 2021	Clerc y Pwyllgor
Amser: 08.30	0300 200 6565
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### **(Rhag-gyfarfod preifat)**

(08.45 – 09.15)

Yn unol â Rheol Sefydlog 34.19, penderfynodd y Cadeirydd wahardd y cyhoedd o gyfarfod y Pwyllgor er mwyn diogelu iechyd y cyhoedd. Bydd y cyfarfod hwn yn cael ei ddarlledu'n fyw ar [www.senedd.tv](http://www.senedd.tv)

### **1 Cyflwyniad, ymddiheuriadau, dirprwyon a datgan buddiannau**

(09.15)

### **2 Papur(au) i'w nodi**

(09.15)

#### **2a Rhwystrau i weithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus: Cyflwyniad gan Ganolfan Polisi Cyhoeddus Cymru (Ionawr 2021) (Saesneg yn unig)**

(Tudalennau 1 – 4)

#### **2b Rhwystrau i weithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus: Llythyr gan Archwilydd Cyffredinol Cymru – 14 Ionawr 2021**

(Tudalennau 5 – 12)

### **3 Rhwystrau rhag Gweithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus: Sesiwn dystiolaeth 9**

(09.20 – 10.35)

(Tudalennau 13 – 36)

Papur briffio gan y Gwasanaeth Ymchwil

PAC(5)-04-21 Papur 1 – Comisiynydd Cenedlaethau'r Dyfodol Cymru



Sophie Howe – Comisiynydd Cenedlaethau'r Dyfodol Cymru

Marie Brousseau-Navarro – Swyddfa Comisiynydd Cenedlaethau'r Dyfodol Cymru

Heledd Morgan – Swyddfa Comisiynydd Cenedlaethau'r Dyfodol Cymru

Jacob Ellis – Swyddfa Comisiynydd Cenedlaethau'r Dyfodol Cymru

**(Egwyl)**

(10.35 – 10.45)

**4 Rhwystrau rhag Gweithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus: Sesiwn dystiolaeth 10**

(10.45 – 12.00)

(Tudalennau 37 – 43)

PAC(5)-04-21 Papur 2 – Llywodraeth Cymru

Shan Morgan – Yr Ysgrifennydd Parhaol

Simon Brindle – Cyfarwyddwr Ailgychwyn ac Adfer ar ôl Covid-19

Andrew Charles – Pennaeth Dyfodol Cynaliadwy

Reg Kilpatrick – Cyfarwyddwr Cyffredinol, Cydgysylltu yr Argyfwng Covid

David Richards – Cyfarwyddwr Llywodraethiant

**5 Cynnig o dan Reol Sefydlog 17.42 i benderfynu gwahardd y cyhoedd o'r cyfarfod ar gyfer y busnes a ganlyn:**

(12.00)

Eitem 6

**6 Rhwystrau rhag Gweithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus: Trafod y dystiolaeth a ddaeth i law**

(12.00 – 12.30)



# Submission to the Public Accounts Committee's Enquiry on the Barriers to the Implementation of the Well-being of Future Generations (Wales) Act 2015

## The Wales Centre for Public Policy and the Study

1. **The Wales Centre for Public Policy (WCPP)** seeks to improve policy making and outcomes by enabling public services, the Welsh Government and other decision makers to access authoritative independent evidence about what works. We collaborate with leading policy experts to bring together and summarise the existing evidence to develop fresh thinking about how to address the key economic, social, and environmental challenges facing Wales.
2. This briefing draws on an independent study of the implementation of the Well-being of Future Generations (Wales) Act 2015, which was funded by Cardiff University. The research was based on case studies of four Public Service Boards (PSBs), interviews with PSB members and support officers in local authorities, the Office of the Future Generations Commissioner for Wales, and Welsh Government officials and Ministers, and analysis of PSB documents. It was conducted in 2018-2019 and is published as Nesom and MacKillop (2020).

## Key findings

### Barriers to the implementation of the Well-being of Future Generations Act

3. **Perceived lack of clarity of the Act:** Most interviewees from PSBs welcomed the intention behind the Act and the flexibility to determine how best to implement it within their area. They reported that it was, "help[ing] policy-makers [...] think about good decision-making" (interview). However, many found the concepts and language within the Act confusing, aspirational and vague and most believed that the space within the Act for local interpretation was a challenge and often caused confusion. This was especially true of central concepts such as sustainable development and well-being, which were said to have different interpretations across PSB member organisations, institutions, and legislation. For instance, many interviewees believed that well-being was defined in different ways in the Well-being of Future Generations Act and the Social Services and Well-being Act.
4. **Institutional complexity:**
  - a. **PSBs add an additional layer of governance:** Most PSBs are coterminous with local authority areas, but they create an additional layer of governance which adds to what researchers have called the already-congested institutional landscape in Wales (Entwistle et al. 2014). Interviewees suggested there was confusion surrounding how the Act sits

within the wider local governance structure in Wales, which, in turn, affects their ability to tackle wicked issues and doing cross-cutting work. Interviewees said they were unclear about how PSBs and Regional Partnership Boards and Community Safety Partnerships should work together, how the PSB replaced Local Services Boards, how to integrate different funding streams (between UK-Welsh Government; between Welsh Government departments) and the role of national bodies in the Act's implementation at local level. Interviewees also noted that PSBs had very little funding. Some partnerships (e.g., Regional Partnership Boards) have "access to millions of pounds of money", whilst PSBs have access to nothing" (Interview).

- b. **It takes time to build trust amongst partners:** Interviewees recognised that implementation required "a bedrock of trust", but that this "takes time and collaboration" and could not be legislated for (Interview) (see point 7, below). Where there was a lack of trust between PSB members, it was difficult to have the healthy challenge which interviewees said was needed to implement the Act effectively.

5. **Centre-local relations:**

- a. **Subsidiarity:** As noted above, most local interviewees were grateful that the Act created space for "local flexibility to do what you want" (Interview). This was echoed by actors at the national level, who stressed that implementation was a local matter and that the PSBs were in charge of this aspect. Paradoxically though, some local interviewees wanted more central support (guidance and funding). One interviewee said that it felt like the Welsh Government did not "have a clue on what they were after" (interview) and so more guidance would be useful. Conversely, others

questioned whether having the Future Generations Commissioner for Wales assess their plans meant that they were not free to implement the Act as they saw fit. This is not an issue which is unique to Wales. The importance of getting the right balance between local autonomy and central guidance has been highlighted by studies of sustainable development policy implementation elsewhere (e.g., Berger, 2003; Parto, 2004; see also Audit Wales, 2020).

- b. **Participation/Communication:** Local interviewees suggested that there was insufficient communication with and participation of local partners during the development of the Act and in discussions about how it should be implemented nationally. Good communication and participation - between different levels of governance and across different policy communities - are known to be important success factors in the implementation of sustainable development (e.g., Voß et al. 2009) because key stakeholders must be able to define collective goals and visions of the future in order to transform deeply embedded, yet unsustainable, practices.
- c. **Departmental structures and silos:** Departmental silos, particularly at the national level, were seen as impeding the cross-cutting working that is required by the Act and it was felt that "the legislation put[ting] a lot of onus on local authorities" (interview) to join things up locally. These silos meant partners were "given their instructions separately, by different departments, as to what they ought to do", which leaves organisations with "very limited capacity for [...] thinking together" (interview).
- d. **Funding:** Linked to silos, different funding streams were seen as preventing public services from making decisions

together and “hold[ing] each other to account” (interview). For example, one interviewee explained that there had been multiple times when two separate funds had been awarded to different PSB partners for the same issue. Without pooling resources, it is difficult to work in a cross-cutting and collaborative way at the local level. The short-term nature of funding allocations was also seen as problematic. An interviewee observed that “Welsh Government and Westminster Government [...] will only give you funding for a year [...which] is alien to the way that the Future Generations Act want people to work” (interview).

6. **Local partnership working:**

- a. **Importance of local context and history:** It was widely recognised that collaboration couldn’t be “legislate[d]” for because of “multi-level governance here, with different voices and different powers involved” (interview). Local context, history and the approaches of local actors determined the time and effort spent to organise and build trust, and collaborate. Some PSBs were relatively well placed to implement the Act because there were existing trusted relationships between local partners, whilst others were not at that stage yet (see point 7).
- b. **The role of national public bodies and regional agencies:** Relationships were further complicated by the presence of national partner organisations within PSBs (e.g., National Resources Wales and the Health Boards). These partners were, in some cases, sending “exactly the same representatives on both public services boards [meaning that] [t]he same fire representative, the same police representative, the same public health, Natural Resources Wales... Virtually ever partner, apart from the local authority” (interview). Some interviewees, from national

organisations as well as other PSB members, questioned whether this allowed for implementation to be truly local, or whether PSBs needed to be as local as they are.

7. **Time and resources:** Successful policy implementation requires culture change, trust and negotiation, and this, takes time (Guarneros-Meza et al., 2018). In sustainable development, the process is often slow as the changes required are wide-ranging, integrated and long-term. Local interviewees believed that the Act’s timescale was too ambitious and left some partner organisations “feeling time-pressurised” (interview). This meant “fall[ing] back on their single organisational interest and [...] saying, “This is the priority for my organisation, this is what I want the PSB to contribute to”” (interview). Some asked whether “nine months a year to change the assessment into the plan” was feasible. It “is alright if you’re one organisation but when you’re seven...” (interview).

## Conclusion

8. Our research into the local implementation of the Act identifies a number of barriers. To address these requires time, participation, collaboration and trust between levels of governance and across different sectors, as well as support – guidance, financial and other – from the centre. It should be noted that our interviews were conducted in 2019 and pre-dated Welsh Government establishing new implementation strategies which could help address the issues that interviewees identified to us.

## Methodology

9. Our research was conducted as part of the Wales Centre for Public Policy’s research programme on evidence use and effective policy making. This is funded by Cardiff University and is distinct from the WCPP’s work on behalf of Welsh Government

Ministers and public services. We selected four PSBs – two rural and two urban ones – as case studies to examine the implementation of the Act at the local level. The data were collected between December 2018 and October 2019 and consisted of 16 semi-structured interviews with 18 interviewees spanning PSB members, support officers in local authorities, the Office of the Future Generations Commissioner for Wales, and Welsh Government officials and Ministers, plus analysis of 89 publicly available documents pertaining to the formulation and implementation of the Act, including (draft) Well-being plans. We also held conversations with academics in the field and a seminar with civil servants which was organised by Welsh Government.

**Authors: Suzanna Nesom and Eleanor MacKillop, Wales Centre for Public Policy, Cardiff University**

## Evidence cited

Audit Wales. 2020. **So, What's Different? Findings from the Auditor General's Sustainable Development Principle Examinations.**

Berger, G. 2003. **Reflections on Governance: Power Relations and Policy Making in Regional Sustainable Development.** *Journal of Environmental Policy & Planning* 5(3):219–34.

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Parto, S. 2004. **Sustainability and the Local Scale: Squaring the Peg?.** *International Journal of Sustainable Development* 7(1):76–97.

Voß, J.P., Smith, A. and Grin, J. 2009. **Designing Long-Term Policy: Rethinking Transition Management.** *Policy Sciences* 42(4):275–302.

## About the Wales Centre for Public Policy

Here at the Centre, we collaborate with leading policy experts to provide ministers, the civil service and Welsh public services with high quality evidence and independent advice that helps them to improve policy decisions and outcomes.

Funded by the Economic and Social Research Council and Welsh Government, the Centre is

based at Cardiff University and a member of the UK's What Works Network.

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**Cyfeirnod:** AC/244/caf  
**Dyddiad Cyhoeddi:** 15 Ionawr 2021

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## Rhwystrau ar ffordd Gweithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus

Diolch am y cyfle i ymddangos gerbron y Pwyllgor ar 14 Rhagfyr 2020 i ymateb i gwestiynau fel rhan o ymchwiliad y Pwyllgor i'r Rhwystrau ar ffordd Gweithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn llwyddiannus. Gwelwch isod fy ymateb ysgrifenedig i gais y Pwyllgor am ragor o wybodaeth yn dilyn y cyfarfod. Rhennir y wybodaeth yn dair adran:

- crynodeb o'r themâu sy'n codi o'n hymgyngoriad parhaus ynglŷn â'r ffordd y byddwn yn cyflawni ein harchwiliadau dros yr ail gyfnod adrodd, sy'n cwmpasu 2020-2025;
- crynodeb o ganfyddiadau ein harolwg rhanddeiliaid ynghylch y dull a ddilynwyd o'r blaen wrth archwilio'r cyrff cyhoeddus a ddynodwyd o dan y Ddeddf; ac
- ymatebion i gwestiynau ysgrifenedig y Pwyllgor ynglŷn â sefydliadau nad ydynt wedi cael eu dynodi'n 'gyrff cyhoeddus' ar hyn o bryd o dan y Ddeddf.

## Ymgynghoriad cyfredol ynglŷn â'n dull arfaethedig o ymdrin â'n gwaith archwilio yn y dyfodol

Rwyf yn awr yn ystyried sut y byddaf yn cyflawni fy archwiliadau dros yr ail gyfnod adrodd, sy'n cwmpasu 2020-2025. Rwyf yn cynnal ymgynghoriad i ofyn am farn y 44 corff cyhoeddus a enwir o dan y Ddeddf, Comisiynydd Cenedlaethau'r Dyfodol a rhanddeiliaid allweddol eraill. Dechreuodd yr ymgynghoriad ym mis Medi 2020 a bwriadwyd yn wreiddiol iddo gau ddydd Gwener 6 Tachwedd 2020 ond oherwydd y pandemig rwyf wedi ymestyn y dyddiad cau ac, ar adeg ysgrifennu'r adroddiad hwn, rwyf yn dal i ddisgwyl ymatebion pellach. Gellir gweld yr ymgynghoriad ar [wefan Archwilio Cymru](#).

Byddaf yn cynnal dadansoddiad llawn o'r ymatebion unwaith y bydd yr ymgynghoriad wedi dod i ben. Yn dilyn hyn, ysgrifennaf at y 44 corff cyhoeddus yn esbonio sut y bwriadaf gyflawni fy nyletswyddau o dan y Ddeddf hyd at 2025. Byddaf hefyd yn rhannu copi o'r llythyr hwn gyda'r Pwyllgor er gwybodaeth. Isod ceir crynodeb lefel uchel, dros dro, yn seiliedig ar yr ymatebion a ddadansoddwyd gennym hyd yma:

- mae'r rhan fwyaf o'r ymatebion yn cytuno â'r egwyddorion a oedd yn sail i'n harchwiliadau yn 2018-19 a 2019-20 ond cafwyd nifer o awgrymiadau sut i'w diwygio neu ychwanegu atynt mewn gwahanol ffyrdd.
- mae'r rhan fwyaf o'r ymatebion yn cytuno â'n cynnig i gynnal gwaith ar wahân ar amcanion llesiant, ond roedd lleiafrif mwy sylweddol yn anghytuno â'r cynnig hwn am ystod o wahanol resymau. Ymhlith y rhain roedd y teimlad y gallai arwain at ganolbwyntio ar gydymffurfio, y byddai'n faich ychwanegol heb fudd cymesur neu y byddai'n well cyfuno'n gwaith ar amcanion lles â'n gwaith ar 'gamau'.
- mae'r rhan fwyaf o'r ymatebion yn cytuno â'n dull arfaethedig o gyfuno ein harchwiliadau, o safbwynt yr egwyddor datblygu cynaliadwy, ar gamau tuag at gyflawni amcanion llesiant gyda'n hastudiaethau gwerth am arian ac fel rhan o raglenni archwilio lleol.
- mae'r rhan fwyaf o'r ymatebion yn cytuno â'n cynnig i wneud egwyddor datblygu cynaliadwy yn ystyriaeth ar draws ein holl waith archwilio.
- mae'r rhan fwyaf o'r ymatebion yn cytuno â'n cynigion ar gyfer cryfhau'r orchwyl o gydlynu ein gwaith ni â swyddfa'r Comisiynydd.
- mae'r rhan fwyaf o'r ymatebion yn cytuno y dylwn ymchwilio i sut y gallwn fabwysiadu dull ar draws y system neu ardal gyfan o asesu camau tuag at gyflawni amcanion llesiant.

## **Arolwg Archwilio Cymru yn ystyried y dull o ymdrin â'n gwaith archwilio blaenorol**

Yn ystod mis Gorffennaf a mis Awst 2020, arolygais y 44 corff cyhoeddus a ddynodwyd o dan y Ddeddf. Anfonwyd yr arolwg at amrywiaeth o swyddogion gan gynnwys y cysylltiadau allweddol ar gyfer fy ngwaith archwiliadau a'r rheiny a fu'n rhan o archwiliadau Archwilio Cymru o gyrrff cyhoeddus. Cafwyd nifer sylweddol o ymatebion gan swyddogion a oedd yn bennaf gyfrifol am y Ddeddf yn eu sefydliadau. Roedd yr ymatebion i'r arolwg hwn yn ddienw ac efallai bod mwy nag un ymateb fesul sefydliad. Fe wnaethom ddadansoddi'r ymatebion i'r arolwg ym mis Medi 2020.

Nod yr arolwg oedd ein helpu i gasglu adborth ar y gwaith archwilio, yr 'archwiliadau', a gynhaliwyd gan Archwilio Cymru o dan y Ddeddf. Defnyddiwyd dull arolwg ac offeryn o'r enw 'sensemaker' ar gyfer yr arolwg hwn.



Rydym yn ystyried canlyniadau'r arolwg hwn ochr yn ochr â chanlyniadau ein hymgyngoriad parhaus. Er y bwriadwyd i'n hymgyngoriad parhaus fod yn sail i lywio'r dull cyffredinol o ymdrin â'n gwaith ar archwiliadau, roedd yr arolwg yn canolbwyntio ar gyflawni ein harchwiliadau yn ymarferol. Bydd y ddau yn dylanwadu ar y ffordd yr ydym yn cyflawni fy nyletswyddau o dan y Ddeddf wrth symud ymlaen, yn ogystal â'r modd yr ydym yn gweithio gyda chyrff ac yn ymgysylltu â hwy yn fwy cyffredinol yn ein gwaith archwilio.

### Arddangosyn 1: Ymatebwyr fesul sector

Dengys y tabl isod yr ymatebion a dderbyniwyd i'n harolwg Gorffennaf-Awst fesul sector. Efallai bod mwy nag un ymateb gan gorff unigol.

I ba sector y mae eich profiad yn perthyn	39 o ymatebion
Llywodraeth Cymru a Chyrff a Noddir gan Lywodraeth Cymru	6
Sefydliadau GIG Cymru	8
Awdurdodau Lleol	21
Parciau Cenedlaethol	1
Tân ac Achub	2
Gwrthod dweud	1

Gwahoddwyd yr ymatebwyr i roi sylwadau agored yn ogystal ag ymateb i rai cwestiynau penodol. Gofynnwyd i ymatebwyr ddisgrifio naws gyffredinol eu hymateb.

Dengys **Arddangosyn 2** yr ymatebion i'r cwestiwn hwn. Disgrifiai'r rhan fwyaf o'r ymatebwyr naws eu hymateb fel naill ai cadarnhaol neu gadarnhaol iawn. Mae'r tabl isod yn dangos yr ymateb i'r cwestiwn hwn.

### Arddangosyn 2: Naws gyffredinol eu hymatebion

Dengys y tabl isod y ffordd y disgrifiai'r ymatebwyr naws gyffredinol eu hymateb i'n harolwg.

Sut byddech chi'n disgrifio naws gyffredinol eich ymateb?	39 o ymatebion
Cadarnhaol iawn	10
Cadarnhaol	22
Niwtral	5
Negyddol	2
Negyddol iawn	0

Awgryma ein dadansoddiad o'r ymatebion i'r arolwg fod y rhan fwyaf o ymatebwyr yr arolwg yn teimlo'n gadarnhaol ar y cyfan ynglŷn â'r materion canlynol:

- bod lefel her yr archwiliadau yn briodol ac yn gytbwys;
- bod Archwilio Cymru yn ceisio deall eu cyd-destun a'u hamgylchiadau;
- bod dull Archwilio Cymru yn annog hunan-fyfyrdod gonest;
- bod dull Archwilio Cymru yn hyrwyddo dysgu fel cymryd risgiau a reolir yn dda;
- bod dull Archwilio Cymru yn cydnabod bod newid ystyrlon mewn diwylliant ac ymarfer yn cymryd amser;
- bod yr archwiliadau yn sicrhau cydbwysedd da rhwng rhoi sicrwydd, mewnwelediad a chefnogi gwelliant;

- bod yr archwiliadau yn sicrhau cydbwysedd da rhwng deall y pum ffordd o weithio a'u cymhwyso yn awr a gwneud hynny'n well yn y dyfodol; a
- bod yr archwiliadau yn sicrhau cydbwysedd da rhwng rhoi canfyddiadau oedd ar amser, ysgogi trafodaeth a helpu'r corff i deimlo perchnogaeth.

Teimlai oddeutu 30% o'r ymatebwyr fod gormod o waith mewn datblygu a chynllunio archwiliadau Archwilio Cymru. Er bod rhai ymatebion yn dangos bod hyn oherwydd faint o amser yr oedd angen i gyrff cyhoeddus ei roi i ddatblygu'r archwiliadau, yn hytrach na'r egwyddor o'u cynnwys yn y gwaith o reidrwydd.

## **Cyrff nad ydynt wedi cael eu dynodi'n 'gyrff cyhoeddus' ar hyn o bryd dan Ddeddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015**

**Argymhellodd yr Archwilydd Cyffredinol y dylai Llywodraeth Cymru ystyried a ddylid dynodi gyrff cyhoeddus ychwanegol drwy Reoliadau i fod yn ddarostyngedig i'r Ddeddf. Pa gyrff cyhoeddus ydych chi'n meddwl y dylid eu cynnwys, a beth ddylai'r meini prawf ar gyfer cynhwysiant fod wrth symud ymlaen?**

Mae'n bwysig pwysleisio mai'r argymhelliad yn fy adroddiad ym mis Mai 2020 yw i Lywodraeth Cymru ystyried a ddylai gyrff ychwanegol gael eu dynodi drwy Reoliadau, yn hytrach na'm bod i'n datgan y dylid dynodi gyrff ychwanegol.

Un o'r pethau sy'n dod i'r amlwg yn gryf o'm hadroddiad<sup>1</sup> ym mis Mai 2020 yw bod cyflawni'r Ddeddf yn gofyn am ddull gweithredu system gyfan. Os yw gyrff cyhoeddus yn mynd i wella llesiant cymdeithasol, economaidd, amgylcheddol a diwylliannol Cymru, mae angen i'r ymdrech fod yn gydgyssylltiedig. Yn yr adroddiad hwnnw soniaf am rai enghreifftiau o gyrff sydd wedi dod i fodolaeth ers pasio'r Ddeddf, er enghraifft, cyfeiriaf at gyrff 'newydd' megis Addysg a Gwellu Iechyd Cymru, Gofal Cymdeithasol Cymru ac Awdurdod Cyllid Cymru. Cyfeiriaf hefyd at gyrff oedd yn bod eisoes a allai fod yn haeddu cael eu cynnwys megis Ymddiriedolaeth GIG Gwasanaethau Ambiwlans Cymru.

Efallai y byddai meini prawf ar gyfer cael eu cynnwys o gymorth. Yn anochel, byddai rôl a swyddogaethau'r sefydliad a'r cyfraniad y gall ei wneud i wella llesiant yn

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<sup>1</sup> Archwilydd Cyffredinol Cymru, **Felly, beth sy'n wahanol? Canfyddiadau o Archwiliadau Eqwyddor Datblygu Cynaliadwy'r Archwilydd Cyffredinol**, Mai 2020

ystyriaethau dilys ond mae hwn yn gwestiwn y byddai angen ei ystyried yn fanwl ar lefel polisi, a Llywodraeth Cymru allai ateb y cwestiwn orau, gyda chyngor gan y Comisiynydd.

Fel un enghraifft arall, mae'r Pwyllgor yn gwybod bod Llywodraeth Cymru wedi ymgynghori'n ddiweddar ar greu Awdurdod Iechyd Arbennig Digidol (AIA) newydd. Awgrymai ein hymateb fel Archwilio Cymru i'r ymgynghoriad hwnnw y dylai Llywodraeth Cymru, wrth ystyried fy argymhelliad yn fy adroddiad ym mis Mai 2020, gymhwyso hynny i'r Awdurdod Iechyd Arbennig Digidol newydd hefyd.

Fe wnaethom nodi, pe na bai yn cael ei ddynodi o dan y Ddeddf, y byddai'r swyddogaethau a gyflawnid gan yr Awdurdod Iechyd Arbennig, yn eu hanfod yn symud o sefyllfa lle mae'r Ddeddf yn berthnasol (yn rhinwedd y ffaith fod Gwasanaeth Gwybodeg GIG Cymru yn cael ei gynnal gan Ymddiriedolaeth GIG Felindre) i sefyllfa lle na fyddai'n berthnasol. Byddai hyn yn ymddangos yn gam yn ôl. Ymddengys i ni y bydd y pum ffordd o weithio sy'n ofynnol dan y Ddeddf yn bwysig er mwyn cyflawni swyddogaethau'r Awdurdod Iechyd Arbennig Digidol newydd yn effeithiol.

Pe bai cyrff ychwanegol yn cael eu dynodi o dan y Ddeddf, efallai y byddai goblygiadau ychwanegol i Archwilio Cymru o ran adnoddau. Yn rhai o'r cyrff ychwanegol, efallai y byddai gennym eisoes raglenni archwilio perfformiad lleol y gallem sefydlu gwaith Llesiant Cenedlaethau'r Dyfodol drwyddynt. Mewn rhai eraill, efallai na fyddai gennym unrhyw raglenni archwilio lleol eisoes. Felly, heb adnoddau ychwanegol, efallai y byddai cynnwys cyrff cyhoeddus ychwanegol eraill yn golygu tynnu ar Gronfa Gyfunol Cymru a/neu dynnu ar adnoddau unrhyw gyrff cyhoeddus sydd newydd eu dynodi drwy ffioedd uwch ar gyfer cynllunio gwaith archwilio addas er mwyn cyflawni fy nyletswyddau dan y Ddeddf.

Rydym yn cydnabod, p'un a yw Llywodraeth Cymru yn dynodi cyrff cyhoeddus ychwanegol neu beidio, fod ganddi hefyd ddulliau polisi ac ariannu eraill i annog cyrff i weithredu yn unol â'r Ddeddf.

### **Beth yw'r goblygiadau posibl os nad yw'r cyrff y mae'r Archwilydd Cyffredinol wedi eu nodi yn cael eu cynnwys?**

Rwyf yn cydnabod bod cyrff cyhoeddus (a'r rhai o sectorau eraill) yn dibynnu ar ei gilydd wrth weithio i wireddu gobeithion y Ddeddf. Dyma'n rhannol pam yr wyf yn awgrymu yn ein hymgyngoriad presennol y byddwn efallai yn edrych i mewn i sut y gallwn fabwysiadu dull ar draws y system neu seiliedig ar ardal gyfan o asesu camau tuag at gyflawni amcanion llesiant.

Ar lefel ymarferol, gall fod yn fwy anodd i gyrff sydd wedi eu dynodi o dan y Ddeddf weithio mewn ffordd integredig a chydweithredol wrth bennu amcanion a chymryd

camau i'w cyflawni os ydynt yn gweithio gyda chyrrff, neu yr hoffent weithio gyda chyrrff, nad ydynt wedi cael eu dynodi dan y Ddeddf. Gan nad yw'n ofynnol i gyrff, nad ydynt wedi cael eu dynodi dan y Ddeddf, bennu amcanion llesiant na gweithio yn unol â'r egwyddor datblygu cynaliadwy i gyflawni amcanion llesiant, mae mwy o bosibilrwydd iddynt fynd ar wahân o ran nodau, amcanion a ffyrdd o weithio.

Mae'n bosibl hefyd i gyrff, nad ydynt yn ddarostyngedig i'r Ddeddf, gollu cyfleoedd nid yn unig i allu alinio eu hamcanion a'u camau yn well, ond hefyd i elwa o'r cyngor, y gefnogaeth a'r her wrthrychol y mae'r 44 corff yn eu cael gan Lywodraeth Cymru, y Comisiynydd ac Archwilio Cymru yn y drefn honno. Mae dynodi cyrrff o dan y Ddeddf hefyd yn debygol o roi hwb o fewn y sefydliadau hynny iddynt fyfyrion ar y graddau y maent yn gweithredu yn unol â'r egwyddor datblygu cynaliadwy, ac a oes angen iddynt gymryd camau pellach eu hunain i'w sefydlu.

Nid mater o gymhwyso'r egwyddor datblygu cynaliadwy yn llwyddiannus yn unig yw hwn, mae iddo hefyd oblygiadau posibl o ran gwerth am arian. Os yw gwahanol rannau o'r sector cyhoeddus yng Nghymru yn ddarostyngedig i ofynion sy'n sylfaenol wahanol, neu hyd yn oed yn cystadlu â'i gilydd, o ran pennu amcanion strategol lefel uchel a dyheadau o ran ffyrdd o weithio, yna mae'n anochel y bydd y risg o ddyblygu a diffyg integreiddio, sy'n arwain at werth gwael am arian, yn cynyddu.

### **Oes gennych chi farn ynghylch sut y gellid cynorthwyo ac annog cyrrff a sefydliadau nad ydynt wedi eu cynnwys dan y Ddeddf i fabwysiadu ei hegwyddorion?**

Mater i Lywodraeth Cymru a Chomisiynydd Cenedlaethau'r Dyfodol yn bennaf yw ystyried a gwneud sylwadau ynghylch cynorthwyo ac annog cyrrff cyhoeddus, yn ogystal â'r cyrrff hynny nad ydynt yn rhan o'r Ddeddf a fyddai'n elwa ar unrhyw gymorth ac anogaeth. Mae'n debygol y byddai rhywfaint o gefnogaeth, megis canllawiau a thynnu sylw at enghreifftiau o arfer da, yn gallu cael ei efelychu ar draws llawer o gyrff cyhoeddus, ond mae'n debyg ei bod yn fwy anodd i gyrff ofyn am gymorth ac arweiniad pwrpasol os nad ydynt wedi cael eu dynodi dan y Ddeddf.

Yn ôl ein darlenniad ni ein hunain o'r ymateb i ymgynghoriad y Pwyllgor ei hun fel rhan o'r Ymchwiliad hwn, mae'n ymddangos bod gan rai cyrrff cyhoeddus awydd cael mwy o gyngor. Fodd bynnag, rwyf hefyd yn cydnabod mai mater i Lywodraeth Cymru yw darparu adnoddau ar gyfer cymorth a chyngor.

Mae'n berthnasol tynnu sylw at y ffaith nad yw'r Ddeddf yn rhagnodi rôl benodol i'r Archwilydd Cyffredinol o ran annog arfer gorau. Fodd bynnag, rwyf yn gwneud gwaith archwilio mwy cyffredinol i gefnogi gwelliant drwy nodi a rhannu arfer da, y gwneir llawer ohono gan Gyfnewidfa Arferion Da Archwilio Cymru.

Yn yr un modd, gallai Archwilio Cymru, mewn rhai amgylchiadau, annog cyrff cyhoeddus i weithredu yn unol â'r egwyddor datblygu cynaliadwy, hyd yn oed os nad ydynt wedi eu dynodi dan y Ddeddf, drwy ein gwaith archwilio arall, megis astudiaethau gwerth am arian. Gallai hyn fod drwy argymhellion lle mae canfyddiadau'r astudiaeth yn dangos y byddai gweithredu yn unol â'r egwyddor datblygu cynaliadwy yn gwella gwerth am arian.

Efallai ei bod yn berthnasol nodi yma bod Archwilio Cymru ei hun yn cydnabod pwysigrwydd y Ddeddf yn ein sefydliad ein hunain. Rydym ni ein hunain yn parhau i edrych ar sut y gall Archwilio Cymru weithredu'n well yn unol â'r egwyddor datblygu cynaliadwy yn ein gwaith archwilio, a hefyd yn y ffordd yr ydym yn rhedeg Archwilio Cymru.

Gobeithio bod y wybodaeth hon yn ddigonol i ymateb i gais y Pwyllgor. Fodd bynnag, os oes gennych chi neu'r Pwyllgor unrhyw ymholiadau pellach neu os hoffech gael rhagor o wybodaeth, mae croeso i chi gysylltu â mi neu un o'm tîm.

Yn gywir



**ADRIAN CROMPTON**  
Archwilydd Cyffredinol Cymru

Mae cyfyngiadau ar y ddogfen hon



Comisiynydd  
**Cenedlaethau'r  
Dyfodol**  
Cymru

**Future  
Generations**  
Commissioner  
for Wales

Senedd Cymru | Welsh Parliament  
Y Pwyllgor Cyfrifon Cyhoeddus | Public Accounts Committee  
Rhwystrau i weithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn  
llwyddiannus | Barriers to the successful Implementation of the Well-Being of  
Future Generations (Wales) Act 2015  
FGA33 Comisiynydd Cenedlaethau'r Dyfodol Cymru | Future Generations  
Commissioner for Wales (Saesneg yn unig / English Only)

By email

27/11/2020

Dear Nick,

I welcome the opportunity to provide a contribution into the Inquiry by the Public Accounts Committee on the Well-being of Future Generations Act, specifically focusing on barriers to implementation. I look forward to giving evidence in person on 1<sup>st</sup> February 2021.

Ahead of that session I thought it would be useful to share with the Committee the findings from my [statutory monitoring and assessing](#) and [Future Generations Report](#) which are relevant to the Inquiry's focus. Specifically:

- 1. My findings around changing our public sector culture** – *relevant to your focus on barriers to successful implementation of the Act and the leadership role of Welsh Government.*
- 2. Reflections on progress by public body sector** – *relevant to your focus on how to ensure that the Act is implemented successfully in the future.*
- 3. Progress made towards the seven well-being goals** – *relevant to your focus on how to ensure that the Act is implemented successfully in the future.*
- 4. Challenges and Opportunities** – *relevant to your focus on understanding of the Act and its implications, and the support provided to public bodies.*

### 1.Changing our public sector culture

The Well-being of Future Generations Act is the greatest cultural change programme the Welsh public sector has ever experienced. Any cultural change takes time, but changes of the magnitude envisaged by the Act will inevitably mean that this is a long-term mission rather than a short-term fix – or as I often describe it, an expedition rather than a journey.

My role gives me a 'helicopter view' of how the 44 public bodies, as well as other public, voluntary and private sector bodies are applying the Act, and it's clear that no one has 'cracked' the Act across all of its legal requirements and aspirations. Progress is being made in certain areas, but there are areas for improvement too, as one would expect.

#### General Progress

- There has been a marked change in political commitment to the Act and in resulting policy decisions but there is some lag in the system.
- Every public body is doing something different in response to the Act, but not all are approaching it in the same way.



- Organisations are considering the long-term more than ever before, but the whole system needs to be thinking and acting for the long-term.
- The Act is providing a helpful tool for change makers to challenge the system. I am pleased to play a role in challenging blockers. I do not have the resources to deal with all of these challenges however, and there needs to be greater funding for capacity, leadership development and support transformational change.

## Innovation

The Act is bringing about some excellent innovation. I am seeing a growing movement of change, with people daring to deliver differently to improve economic, cultural, social, and environmental well-being. We need to ramp-up how these are shared, mainstreamed, and supported by funding governance and performance management.

Cardiff Council is leading the way by setting out progressive targets and plans for active travel. A public health consultant was seconded from the health board to the council to lead on the transportation strategy. When you apply a public health lens to a transport problem, you get a different set of solutions. The Council has published a Transport White Paper, prioritising clean air and instigating a shift from private car travel to walking, cycling and public transport. They have also worked with parents to pilot a car ban in five primary schools.

The public institutions in Cardiff have realized that between them, they were employing 30,000 people in Cardiff, so they're now incentivizing their employees to travel sustainably through an Active Travel Charter. In order for the Council to reach its cycling and walking target of 43% by 2030, there has been a tenfold increase in investment in safe routes to cycle and to walk, and they've targeted that cycling and walking infrastructure towards those neighborhoods who have the highest level of air pollution and the lowest life expectancy.

Doctors can now issue prescriptions for free bike hire for those who would benefit from increasing their physical activity. And when Cardiff Council constructed our cycling infrastructure, they've also built in sustainable drainage, taking away over 40,000 cubic meters of water from an unsustainable drainage system through nature-based solutions. And in doing that, they've created sites for nature, we've cleaned and greened communities, and we've transformed concrete jungles. And when you travel from this area to our city center, you'll be met with areas which are closed off to traffic, where people can meet and businesses can trade outside the splendor of our medieval castle.

## Integration

The five ways of working are intrinsically linked. I agree with the Auditor General for Wales when he says that integration is a precursor to effective collaboration and can facilitate a system-wide response, which enables public bodies to work preventatively. There are encouraging examples of public bodies demonstrating integrated thinking, such as setting well-being objectives on transport and linking this to objectives and steps on meeting carbon emission targets, improving physical health through active travel, meeting carbon emission targets, using local materials and labour and more.

Powys Council have a step under their objective on increasing housing to encourage the use of local, sustainable timber for new council and housing association projects.

However, opportunities are being missed to connect areas of work to achieve multiple benefits across the well-being goals. I have recommended integrated approaches within many of areas of focus because, for example, several public bodies have objectives relating to housing but have yet to make the connections to the significant impact of poor housing on physical and mental health (poor housing in Wales is estimated to cost the NHS £95m per year).

For example, whilst the new Planning Policy Wales 10 recognises the impact of land use planning on well-being, in initial reporting Welsh Government have not recognised the far-reaching impact of the policy to help them meet their other well-being objectives and steps. Placemaking is crucial to meet their objectives like 'Deliver modern and connected infrastructure' and 'Build healthier communities and better environments', but the most recent Annual Report (2019) has not recognised Planning Policy 10 as a major reform in this respect.

Likewise, one public body has set an objective to have better connected communities and another objective to improve the environment, supporting health and well-being. These objectives were not initially integrated, with the public body seeking to improve road infrastructure in order to connect communities at a cost to their objective to improve the environment. Had the public body fully considered integrating their objectives and the 'double test' of the Act (see below), they would have considered different steps and solutions.

Another example can be seen with Creative Wales. While its establishment by Welsh Government is very welcome, its plan, Priorities for the Creative Industries in Wales, does not make any reference to meeting the aspirations of the Well-being of Future Generations Act, potentially missing an opportunity to harness the power of the creative sector in meeting several challenges.

While culture is one of our most powerful tools for change and has played a vital role for raising awareness around climate change, A Low Carbon Wales includes little reference to culture and how it can be harnessed to help meet decarbonisation targets. I believe that any future action, and especially action aimed at behavioural change to tackle the climate emergency and natural crisis, should take cultural interventions into account and should work in collaboration with the cultural sector to inspire positive change.

Welsh Government's strategy 'A Healthier Wales: long term plan for health and social care' is another such example. The strategy is a definite step in the right direction, as it says it has a 'vision of a whole system approach to health and social care, which is focused on health and well-being, and on preventing illness.' However, the actions set out in the strategy seem to miss the links that can be made with the wider determinants of health, alongside recognising the need for a whole system approach to keeping people well.

## Insight

Whilst partnership and collaboration have improved, public bodies need to explore more comprehensively the information and intelligence held by organisations and groups beyond the most obvious partners. Decisions should also be informed by insight on future trends.

## Implementation

Most public bodies are making progress on implementing the Act but in different ways - some are delivering the 'what' and some are delivering the 'how'. There is further work needed to fully demonstrate the 'double test' of the Act – applying both. 'What' you decide to do should use the five ways of working to find the solution that best contributes to all your local well-being objectives and the national goals. But 'how' you deliver that solution must also use the ways of working and seek to contribute to the goals.

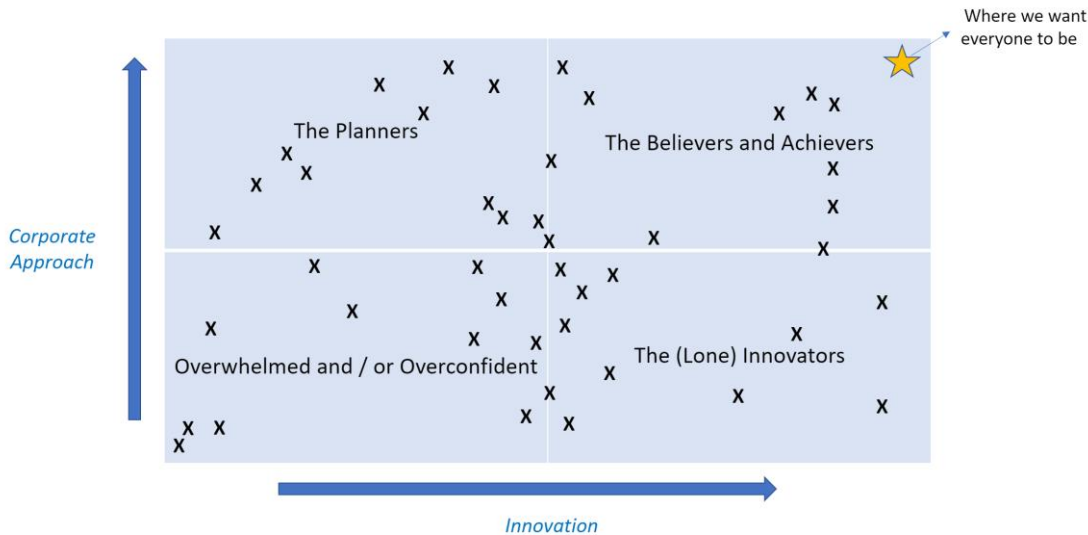
An example of where a public body has considered the 'what' but not fully considered the 'how' includes the initial criteria for the Welsh Government Housing Innovation Fund. The fund was established as a solution to increase housing stock that was fit for the future but in implementing the 'what' (i.e. the fund), Government did not fully consider the 'how' in its delivery. For the first few rounds of funding, bidders were asked to demonstrate contribution to just one of the seven national well-being goals. This meant an opportunity was missed in seeking to fund housing that was more innovative, sustainable, contributing to several aspects of well-being – rather than just building homes. Welsh Government have taken on board my advice with respect to this programme and bidders are now asked 'how' they will contribute to all goals.

It is positive that some public service leaders have demonstrated clear senior-level commitment to embed the new ways of working *throughout* the organisation rather than just within a person or team who 'does the Act' on everyone's behalf.

My analysis of implementation loosely categorised the 44 public bodies into the following four groups, illustrated by the graphic below:

- 1) The Planners:** Organisations that have started with their corporate planning and strategies, set a strategic direction but are at different stages of changing their culture, delivering differently and demonstrating progress. Some of these organisations have funded dedicated resources, training and staff to encourage change.
- 2) The (sometimes lone) Innovators:** Organisations who have sometimes struggled to fit the corporate direction into their well-being duties but are thinking and delivering differently because of the Act. These can be pockets of individuals or teams who are seeking to change culture, sometimes against the corporate centre reluctant to transform. These organisations typically 'undersell' themselves because they struggle to align corporately and affect wider change across the organisation.
- 3) Believers and Achievers:** Organisations where there are examples of innovative practice, change makers and champions of the Act – sometimes daring to deliver differently against ingrained culture, other times fully supported by leaders. Public bodies should be in this space. There are many examples of individuals and teams who understand using the Act as a framework for change, but the pockets of innovation vary from place to place.

4) **The Overwhelmed and / or Overconfident:** Organisations who are either overwhelmed through responding to perceived and real crises and those who see the Act as a side-line to their core business or believe they have already 'cracked' the Act.



## Barriers

Despite the solid start, there are several systemic barriers to progress:

**There is an implementation gap between the aspiration set out by Welsh Government in policy and legislation and their commitment to drive and resource delivery on the ground.**

The Act provides ways of working and, therefore, it spans all areas of legislation, policy-making, decision-making and delivery. Contributing to the broader challenge of implementation, there is a myriad of existing ways of working in place that do not embed the Act. Therefore, there is a dual challenge in Welsh Government's leadership role to ensure new policies and legislation reflect the Act and existing information is updated.

While new policies and legislation are showing promise, Welsh Government have an overly optimistic view of what it takes to implement these. As a result, the cultural change required has been under resourced.

As well as resourcing the introduction of legislation, policy and guidance, Welsh Government need to fund their implementation, including delivery capability, awareness raising, training and robust monitoring. Additional investment is needed to get every organisation to the 'Believers and Achiever's' category (see above). Assessment of the resources required for cultural change should be built in from the start. When the Social Services and Well-being (Wales) Act 2014 was introduced the Social Care Workforce Development Programme (which totaled £12,015,714 in 2012-13) was redirected to ensure "relevant staff receive the training they need throughout the preparation for, and implementation of, the Act." And up until 2012-13, an additional £1.5m had been made available to local authorities and their partners to build capacity locally and to begin to prepare for implementation of this Act. As well as this funding, other funding streams such as the Intermediate Care Fund

(now Integrated Care Fund) and Transformation Fund has been channeled towards implementing the Social Services and Well-being Act. (ICF was £50m in 2014/15. Latest figures suggest £129m for ICF and £50m for TF from 2020-2022 across Wales).

No such costs were outlined within the Regulatory Impact Assessment for the Well-being of Future Generations (Wales) Act. There are numerous occasions when I have advised Ministers and civil servants of this implementation gap. For example, the Wales Transport Appraisal Guidance was updated in 2017 in line with the Well-being of Future Generations (Wales) Act. Still, there has been a lack of resources and training for its proper implementation and no analysis of capacity in the current system to enable these changes to happen.

You can find further examples and findings regarding the implementation gap in our Future Generations Report. In particular, you may wish to read 'Chapter 2: [Welsh Government](#), [Public Sector](#) and [Procurement](#)'.

### **Welsh Government continues to complicate an already complex landscape.**

Welsh Government continue to introduce new guidance, policy, legislation, and reviews that overlook the Act and create new layers of complexity and governance. This displays a lack of integrated thinking and suggests that Welsh Ministers need more robust mechanisms for join-up and seeing the bigger picture.

There is a lack of clarity over how they interact with each other and their obligations under the Act, and there is a tendency to by-pass existing boards that have already been set up. For example, to deliver on a well-being objective to *'give every child the best start in life'* a public body would need alignment between Public Services Boards (PSBs), Regional Partnership Boards, Area Planning Boards, Community Safety Partnerships, Regional Skills Partnerships and City / Regional Growth deals. The Local Government and Elections (Wales) Bill potentially adds to an already complex and crowded partnership environment by creating statutory regional Corporate Joint Committees and proposes they will also be subject to the well-being duties of the Act.

There should not be any new reviews, commissions or bodies or governance structures, which do not have the requirements of the Act as part of their terms of reference.

### **Public Services Boards are not being given a high enough priority or resource by Welsh Government.**

I have recommended to Welsh Government they should consider how to provide more funding opportunities to PSBs, strengthening the link between national and local delivery. Further guidance is also needed to ensure that Welsh Government representatives on PSBs are having opportunities to share their insight with Welsh Ministers and across Government. Welsh Government should ensure the civil service representative on each Board is gathering this intelligence on local delivery, playing a more active role in working across Government to resolve issues and concerns. These representatives should be reporting challenges and opportunities to full Cabinet regularly.

### **There is a need to ensure consistency in using the language of the Act in legislation, policy, guidance, ministerial statements, performance frameworks and terms of reference for review boards.**

In many cases I have seen the implementation of the Act undermined or confusion caused by conflicting language in guidance and policy. Differences in language within policy, legislation and guidance coming from government

serves to distract from the Act. In particular, those responsible for implementing the Act in Health Boards have raised concerns that this results in the Board and senior management seeing the Act as separate to what they do.

Examples of different language being used in documents include:

- The Parliamentary Review of Health and Social Care (2018) makes passing reference to the Act, the ways of working and sets a timeframe of transforming health and social care over the next five-ten years;
- The Welsh Government Integrated Care Fund guidance (2019) defines 'integration' in a different way to how the Act defines the term, focusing on partnership and new models of services;
- The Fair Work Commission (2018) was established with little reference to the definition of a "prosperous Wales", which includes the term "decent work".
- Welsh Government's most recent Annual Report (2019) on progress towards their well-being objectives describes a "more prosperous, equal and greener Wales."

### **The short-term funding cycle are a barrier to long-term thinking.**

Financial planning and short-term funding inhibit the ability of public bodies to meet their well-being objectives and result in making collaboration, involvement, prevention, long-term thinking, and integration more challenging. Much of this is in the power of Welsh Government to address. Nevertheless, all public bodies should do more to align financial planning and well-being to plan for the long-term, and whilst most would also welcome longer-term funding, they should accept that a large proportion of the budget is static and does not change year on year. Setting out a vision through their well-being objectives should help them to plan longer-term and work towards funding meeting their objectives.

### **Performance and regulatory frameworks drive progress and change in the wrong areas**

Public bodies describe how corporate planning and reporting progress on their well-being objectives is a challenge because they are responding to other duties and requirements placed on them by Welsh Government.

For example, in health bodies, their main vehicle of corporate planning and reporting performance is their Integrated Medium-Term Plans. While these cover three years, the majority of financial planning and approval undertaken with Welsh Government still follows an annual cycle. Even a three-year cycle contradicts the Act in thinking long-term and preventatively, driving behaviour within health bodies that focuses on short-term, crisis management. There is no requirement on health boards to account for their performance against their well-being objectives from the Health Minister or senior officials in government.

It is entirely within the power of government to rectify this situation and ensure that performance management and reporting requirements set by Welsh Government reflect the Act better. This should be addressed as a priority.

## There needs to be better integration and join-up

Traditional, siloed structures in Welsh Government (and other public bodies) are not designed to enable an integrated approach to decision-making. For example, in Welsh Government, the way Main Expenditure Groups are still organised in terms of Ministerial portfolios ('Education', 'Health and Social Services') means it is challenging for collaborative decisions to be made. This can result in narrow policies, measures and funding criteria which filter down to public bodies, which makes applying the five ways of working locally, or taking a holistic 'place-based approach,' very difficult.

There are numerous times when I have advised Ministers and officials of a lack of join-up. For example, the National Development Framework and targets for homeworking were announced within ten days of each other, but no link was made between the two. There needs to be a requirement to show where the connections are across different polices and how they interact.

Similarly, multiple working groups and Ministerial Advisory Groups were established as part of the Welsh Government's work on COVID recovery planning which were not aware of each other and had limited cross-reference. A solution would be simple mapping of boards across Government and requirement in Terms of Reference to consider.

## The leadership role of the Welsh Government

Welsh Government plays a critical role in the success of the large-scale cultural change programme driven by the legislation, not just because they are a major public body covered by the Act themselves, but because whether or not they demonstrate the principles of the Act has a significant impact on what other public bodies do. To ensure that the Act is implemented successfully in the future, I have recommended to Welsh Government that they:

- Remove barriers to effective implementation of the Act, provide trusting leadership to public bodies and Public Services Boards, incentivize and encourage adoption of the Act, reduce bureaucracy on public bodies and welcome new approaches.
- Adopt a model of well-being budgets.
- Lead the way in instilling values of kindness at every level of government and in public policy.
- Work to bring outside expertise into Government. For example, the 'Ministry of Possibilities' in the United Arab Emirates brings together the brightest and the best from all levels of government and public service, the private sector and third sector, to develop and implement innovative solutions to current or future challenges. This has been identified by the OECD as one of the leading innovations in governance in their 'Embracing Innovations in Governance Global Trends report 2020 (which also includes the work being done in Wales around the Well-being of Future Generations Act)
- Introduce a 'Real Life Fast Track' programme within the Civil Service and Public Sector to involve broader perspectives and experiences in policy development. In addition to considering how professionals and officials work together across sectors to devise policy – there is a real opportunity to harness the knowledge and insight of those with lived experiences to work alongside the civil service. Building on the

successes of various graduate programmes and apprenticeships, I would encourage Government to explore approaches to actively draw in diverse experiences.

- Establish a cross-party, cross-sectoral Commission to create a long-term vision and strategy for the Welsh public sector of 2050.
- Close the 'implementation gap'. In seeking to close this implementation gap, Welsh Government should be applying the ways of working in how they design, resource, deliver and evaluate the implementation of policy and legislation.
- Appoint a Minister for Prevention, with responsibilities for taking a whole-government approach to investment in prevention. This would not remove the duty of all Ministers to demonstrate how they are applying the definition of prevention in their own portfolios but would drive coherent action in the most significant cross-cutting areas.
- Top-slice budgets for specific spending on prevention.

## 2. Sector Findings

My [statutory monitoring and assessing in 2018-19](#) allowed me to examine progress by each individual public body, as well as by each of the public sectors subject to the duties of the Act. My [Future Generations Report](#) also provides particular insights into how different pressures impact on the range of public bodies subject to the Act.

Across all public bodies subject to the duties of the Act, I have found that the corporate areas of change outlined in the Act are potential levers to drive change, and whilst many public bodies are making better use of procurement, they should more clearly demonstrate how they are using the other corporate areas such as workforce planning, financial planning. Welsh Government must incentivise and encourage use of the Act in these areas.

### Findings across the Health sector

There is compelling evidence that we are not investing in the best balance of services to keep people well and the NHS is struggling to prevent illness. The current approach to funding means the NHS must prioritise treating ill people because there is a high demand, and it is performance managed as such by Government. The adage of "what gets measured, gets done" is significant because health bodies struggle to implement the Act with these pressures.

As such, there is a contradiction in the priorities placed on Health Boards through the Act and from Government. It appears that there has been little focus on health boards accounting for their performance against their well-being objectives from the Health Minister or senior officials in government, and their work is too often driven by short-term targets and crisis management, and this is having the unintended consequence of making our population less healthy. The performance management framework set by Welsh Government needs to evolve rapidly to reward and recognise the delivery of well-being outcomes, not focus on outputs, quantitative information, and processes.



There is an encouraging evidence of some health Boards increasing their focus on implementing the Act and finding innovative approach such as Swansea Bay Health Board's management of Glanrhyd Hospital in Bridgend focuses on supporting people through mental illness by creating space for nature, and the Healthy Travel Charter in Cardiff and the Vale of Glamorgan.

There is some evidence that they are adopting approaches that are more preventative in places, for example, the Transformation Fund is funding some interesting approaches, such as Integrated Well-being Networks in Gwent and the I CAN community hubs in Llandudno, Rhyl and Prestatyn. However, it is clear that more work is needed for a system-wide shift to prevention. There is insufficient evidence that bodies have considered the type of prevention they are investing in (primary, secondary, tertiary), the outcomes they want this investment to achieve, and how they should shift investment to primary and secondary prevention. Preventative activities still primarily relate to medical interventions rather than considering a holistic approach to prevention more widely.

However, as a result of the challenge in changing culture and the focus from Welsh Government health bodies have largely focused on health and social well-being. Most health bodies have set well-being objectives focused on the more traditional definition of 'health' and failed to consider how they can respond to environmental, cultural and economic well-being. For example, through air quality, poverty, inadequate housing, and loneliness. Developments in the last year are more promising. I recommend that health bodies should consider setting broader well-being objectives, in collaboration with other bodies, and ensure that the steps they are taking to meet their objectives are clear.

Most health body objectives tend to be in the traditional realm of:

- 'We will provide high-quality care as locally as possible wherever it is safe and sustainable'
- 'Provide sustainable Domiciliary Care'
- 'Deliver quality health and care services'
- 'Have a planned care system where demand and capacity are in balance'

However, more recently there have been examples of the health sector thinking more broadly. For example, Hywel Dda Health Board's reviewed well-being objectives in 2019-20 include: 'Promote the natural environment and capacity to adapt to climate change' and 'Plan and deliver services to enable people to participate in social and green solutions for health.'

There is a need for greater consideration of long-term thinking across their work. I understand that this lack of focus is partly due to pressures but also due to lack of understanding of trends, futures-thinking, potential disruptions and the impact on localities.

There is a perception that the Social Services and Well-being (Wales) Act has been far better resourced than the Well-being of Future Generations Act by Government, despite both Acts demanding transformational change and the fact that the majority of broader health determinants lie outside of the health and social care interface, which does not seem to be recognised by Welsh Government's Health Department. This has meant that the attention of

Health Board staff is often diverted from the work of Public Services Boards to Regional Partnership Boards, where the scope of improving well-being is more limited. For example, Welsh Government agreed a £7.2 million 'Prevention Fund' to 'support effective interventions in relation to the prevention of ill health and early years.' This funding has been allocated to health boards (with priorities needing to be agreed with Regional Partnership Boards), against my advice that it should be focused on the broader determinants of health at a Public Services Board level.

### **Findings across government sponsored national public bodies**

As with other public bodies, national bodies describe a disconnect between various duties and priorities imposed on them by Government. The annual remit letters provide an outline of deliverables and allocated funding. The short-term, annual nature of these letters hampers their ability to focus over and above immediate deliverables. It is encouraging to see some national bodies challenging the system, like Sport Wales, who are reforming their performance management.

Remit letters should provide much clearer requirements and integration of duties to enable implementation of the Act, they should follow discussion with Government on how the remit letters reflect the well-being objectives of Government and of that public body. Where performance measures are provided, they are mostly traditional output measures, which means national bodies currently struggle to show impact and progress on their well-being objectives.

As such, there is naturally a variation in how the national public bodies apply the Act. Where national bodies have a specialist remit, such as the Arts Council for Wales or Natural Resources Wales, there is a stronger contribution to the relevant well-being goals. It is positive to see good practice in these areas but public bodies must set objectives that maximise contribution to all well-being goals holistically, not just those that relate most to their remit. This could partly be addressed through increased collaboration, integration and involvement. However, capacity is an issue. National bodies have raised with me and the Auditor General for Wales that collaboration can be challenging; they find it difficult to engage with complex governance structures, struggle to find the resources to support partnership and collaborative working.

Nonetheless, there are good examples of national bodies taking action to contribute to multiple goals – not just the ones most relevant to their remit. For example, Amgueddfa Cymru are contributing to a Wales of vibrant culture and thriving Welsh language, a prosperous Wales, a more equal Wales, a Wales of cohesive communities, a healthier Wales and showing the impact of collaboration through their objective "People in Wales have opportunities to develop skills through cultural learning". They have embarked on a project to increase the number and diversity of their volunteers. By actively collaborating with other organisations, they have diversified and broadened the volunteer base and substantially increased the numbers volunteering to approximately 700 people.

During the Section 20 Procurement Review, the National Library of Wales shared that they decided to cancel the commissioning and procurement of a building to store tapes and films, as part of a large national broadcasting archive. The building would have had a negative environmental impact and did not reflect

the organisation's well-being objectives or the four dimensions of well-being. The cost of the building has been redirected to projects focusing on community engagement, culture and heritage. This new approach has been supported by the Heritage lottery.

## Findings across local government

The responsibilities of Local Government are far-reaching and, therefore, there are numerous sections of my Future Generations Report that are relevant to how Local Authorities are applying the Act in 'what' they do and 'how' they do it; from transport, to housing, to planning, to nature restoration, to skills and education, for example.

My monitoring and assessing of progress found that there are capacity issues being felt in Local Government, for example, financial pressure facing local authorities are limiting capacity to lead long-term change. This is not necessarily about needing resources for new services or more people, but rather about the capacity of the stripped back services and corporate areas of Local Authorities to lead change, think innovatively and reach out to collaborate and integrate with others - whilst also managing increasingly pressurised day jobs.

Progress is being made on meeting well-being objectives in some areas, but there is variation in how decision-making is applying all of the five ways of working – as described in part 1 above. Local Authorities need to better explain their use of the five ways of working and how they are taking all reasonable steps to meet their objectives in decision-making. Whilst there are good examples of local authorities, often with PSB partners are considering long term trends for example, the Gwent PSBs have collaborated with Ash Futures Consulting to publish a Horizon Scanning Report on trends for the next 20 years, which they are using to determine steps to meet their well-being objectives and inform regional work. Cardiff Council and Cardiff PSB similarly have set out their well-being objectives in the context of 'Cardiff Today' and 'Cardiff Tomorrow' providing predicted trends for 2036 to demonstrate why they have made certain decisions. Local Government should more clearly demonstrate how they are considering long-term trends and scenarios.

Many public bodies are going beyond their traditional functions to work with others, but collaboration needs to move beyond the most obvious partners and 'information-sharing' towards more powerful partnerships and pooling resources. For example, Local Authorities have not always made clear connections between their well-being objectives on skills with schools within their area, Growth / City Deals, Regional Skills Partnerships and other Further and Higher Education institutions.

Local Government have reported that the timings of the legislation have been an issue. 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. I have encouraged critically revisiting objectives and steps on a regular basis.

As with other sectors, Local Government have found corporate planning, performance management and reporting requirements set by Welsh Government prohibitive to implementing the Act. The short-term nature has

been a distraction, disrupting their desire to act for the long-term in requiring a report that shows measurable improvement annually. It is encouraging that the Local Government and Elections (Wales) Bill seeks to provide a new performance and governance system, but I have been advising Government against complicating duties outside of the Act once again.

All sector findings and recommendations can be found [here](#).

### 3. Progress against the well-being goals

The well-being goals represent a common vision for the future of Wales – what public services need to be collectively aspiring to. There is positive action being taken on all of the goals, in places, and pockets of good practice where I can see determined progress being made.

However, some goals are less understood, and clarity is lacking on how public bodies are meeting them. This is particularly true of *'A Prosperous Wales'*, *'A Resilient Wales'* and *'A Globally Responsible Wales'*. There is a tendency to rely on the title of the goals, neglecting the full extent of their legal definitions.

The use of language associated with the goals also continues to be a problem. For example, Welsh Government's latest Annual Report (2019-20) is titled 'a more prosperous, equal and greener Wales', which can be confusing and undermine the framework as set out in the Act.

However, when I compare earlier corporate plans with more recent annual reports of public bodies, the general understanding of the goals and their meaning is improving. Health boards, for example, are setting objectives and steps relating to *'A Resilient Wales'*, and more bodies are exploring what they can do to contribute to more of the goals.

A key challenge is also the lack of integration between goals and objectives. This is consistent with the findings of Audit Wales. Action in an area (for example, skills, land use planning, transport, housing) often focuses on one goal, instead of seeking to have multiple benefits across the well-being goals.

Several public bodies have introduced tools and templates to help people consider how their proposal is integrated and contributing to each of the seven national well-being goals. However, paper-based exercises are not enough to show how public bodies are working differently.

There is still a lack of understanding that the goals should inform objectives and steps – rather than setting objectives and steps and hoping they retrospectively fit and contribute to the goals. Public bodies can also demonstrate their contribution to the goals through the seven corporate areas of change (and their own corporate approaches).

I am seeing evidence from some, for example, Natural Resources Wales, Amgueddfa Cymru, the fire and rescue services and national park authorities, of being more imaginative and collaborating with others to contribute to a wider set of goals. Public bodies should move beyond paper-based exercises, ensure staff are trained, supported and constructively challenged on the application of the Act.

South Wales Fire and Rescue Service and Natural Resources Wales have demonstrated the power of collaboration, integration, and involvement by seeking to work towards their objective to 'Reduce the number of

deliberate fires'. A range of methods have been adopted, but the 'Healthy Hillside' project in collaboration with the Wildlife Trust, local authorities, other voluntary sector partners, local farmers and the wider community shows contribution to A Prosperous Wales, A Resilient Wales, A Healthier Wales, A Wales of Cohesive Communities and A Globally Responsible Wales.

**My recommendations for all public bodies and boards covered by the Well-being of Future Generations Act are to:**

- Test every-thing they do according to the Act's 'double test' of the 'what' and the 'how'.
- Develop their corporate centre and processes in line with the requirements of the Act, but also encourage innovation and culture change.
- Invest in building a movement of change, identifying and breaking down barriers to implementation and promoting wide understanding of how each part of their organisation contributes to the national mission of the Act - improving the well-being of future generations.
- Involve their workforce in meeting their well-being objectives; start with their own actions, their teams, departments, and whole organisations; to meet the national well-being goals.
- The whole system needs to be thinking and acting for the long-term. The Government are yet to publish national milestones regarding the national well-being indicators of the Act, which may help public bodies to act more for the long-term and set appropriate annual targets or measurements to get closer towards milestones. Welsh Government should seek to set milestones in collaboration with others. PSBs and public bodies should then consider a similar method to define success for achieving their well-being objectives and steps in five, ten, fifteen, twenty and twenty-five years.
- Undertake horizon scanning exercises to think, plan and resource for the long-term future with others in collaboration – public, private, voluntary sector and members of their community. Welsh Government should help by establishing a targeted resource to help public bodies build capacity in long-term thinking, planning and futures techniques.
- Ensure they are taking an integrated approach, aligned with well-being objectives in order to achieve multiple benefits across the well-being goals.

## 4. Challenges and Opportunities

I am seeing individual champions of the Act, and its ways of working, change the way we deliver and design services across Wales. For example, the way transport planning is being done in our capital city, reforming the way we think about keeping older people well, shifting beyond delivering 'services' to focusing on what matters to them. I am seeing politicians reject the status quo of addressing congestion through building more roads, instead looking for solutions which are better for the well-being of people and planet.

However, both I and the Auditor General for Wales have found that public services are not resourced sufficiently themselves to support the cultural change required by the Act, and this is limiting positive impacts being felt within communities.

As Commissioner, one of the purposes of my office is to support the application of the Act and, as a result, responding to over 600 of requests for support which range from:

- requests to support the drafting and updating of policy (e.g. NDF, PPW and LDP Manual),
- requests to be part of review groups (e.g. WelTAG Review and the Digital Skills Review) or sit on boards (e.g. Welsh Government's Freelancers Pledge Working Group),
- requests to provide feedback to reports and corporate plans (multiple from different public bodies, most recently from National Museum on their new corporate plan and strategy)
- smaller requests for information, resources, and our position on a variety of issues

My team have produced resources and supported public bodies in a variety of ways, which we hope will challenge thinking, decision-making, delivery, and scrutiny:

- A series of Future Generations Frameworks on [infrastructure projects](#), [service design](#) and [scrutiny](#). These act as a series of prompts to support decision-making
- Achieving the '[Art of the Possible](#)': a series of journeys towards each of the well-being goals and 'Involvement' which give the areas which I recommend public bodies focus on in setting objectives and steps to meet the goals as well as practical examples and case studies to support this
- A [self-reflection tool](#) to support public bodies to reflect on and have conversations around progress
- Guidance on how to [set good well-being objectives](#)
- A [futures guide](#) to help to think and plan better for the long-term
- Extensive targeted written and oral advice to Welsh Government, public bodies, organisations not covered by the Act and individuals (e.g. Environmental Permitting, M4 Relief Road, Welsh Government's Budget, the Climate and Nature Emergency and COVID-19 Recovery)
- Delivered presentations to public bodies and Public Services Boards on a variety of issues including, the Act, implementation, integration, and long-term thinking.
- Supported Public Services Boards and Welsh Government through our Live Lab models.
- Advice to Public Services Boards on well-being assessments and well-being objectives.
- Published research (e.g. 'Transport fit for Future Generations' and 'Education fit for the Future').
- Published a '[10 Point Plan to Fund Wales' Climate Emergency](#)'.
- Currently undertaking a Section 20 Review on Procurement and will issue recommendations.

I also endeavour to find creative ways to communicate my advice which includes via the Future Generations Leadership Academy, Newsletters, Young People's versions of my Manifesto for the Future and via a Poet in Residence. Much of my resources and advice is also developed, designed and published in partnership with others.

The level of support and advice offered to public bodies and Ministers increases year on year - requests for support and advice to my office were up by 78% in 2019-20 from 2018-19. My current level of funding is insufficient to allow me to thoroughly monitor and assess all public body well-being objectives and provide the

level of support needed to change public sector culture. This is a case I have repeatedly made to various Senedd Committees and to Government.

I have consistently raised concerns about how this has a negative impact on the quality and level of my support and advice I can offer. My Office is the lowest funded of all the Commissioners with a significantly larger remit. This means I struggle to resource all of the requests for support and advice my office receives and I am forced to make difficult choices and prioritise some requests over others, depending on size of the request, the capacity of my team, and the links to my on-going work and areas of focus.

This demand on the capacity of my office looks set to increase (for example, Corporate Joint Committees will soon also be subject to the Act and will, therefore, require monitoring, assessing and advice from me). Disappointingly, the regulatory impact assessment for the establishment of Corporate Joint Committees does not include any additional cost to my office despite additional burdens to Audit Wales and other organizations' being detailed in it. Other areas include the possible impact of my functions because of the UK's exit from the EU and the subsequent changes to HEFCW's remit and establishment of a Commission for Tertiary Education and Research. I do not think continuing to ask my small team to cover such a wide remit and deliver a statutory work programme, that is inadequately resourced, is sustainable.

Going forward, as Welsh Government and public bodies plan their recovery from the COVID pandemic and deal with ongoing challenges, the long-term and integrated focus of the Well-being of Future Generations Act has never been more essential. We have a once-in-a-generation opportunity to create public services that tackle the ongoing economic, equality, health, climate, and nature crises that provides the Wales We Want for our communities.

I look forward to meeting the Committee in the New Year to contribute to this important inquiry and to expand on my findings and recommendations in the Future Generations Report.

Yours Sincerely,



Sophie Howe

Future Generations Commissioner for Wales

## Ymchwiliad y Pwyllgor Cyfrifon Cyhoeddus | Rhwystrau i weithredu Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn Ilwyddiannus

### Papur Ategol gan Ysgrifennydd Parhaol (Llywodraeth Cymru)

15 Ionawr 2021

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#### Cyflwyniad

Mae gan Lywodraeth Cymru hanes hir o hyrwyddo datblygu cynaliadwy ac ymrwymo i sicrhau mai datblygu cynaliadwy yw prif egwyddor drefniadol y llywodraeth. Mae'r ffaith nad yw hyn yn beth newydd i ni yn gryfder, ond mae'r disgwyliadau yn llawer uwch o ganlyniad i Ddeddf Llesiant Cenedlaethau'r Dyfodol, yn arbennig gan y dylai'r ddeddfwriaeth atgyfnerthu strwythurau llywodraethu ac atebolrwydd yn sylweddol.

Rôl gwasanaeth sifil Llywodraeth Cymru o dan Ddeddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 ('Deddf 2015') yw helpu Gweinidogion Cymru i gyflawni eu dyletswyddau o dan y Ddeddf a chyflawni eu hamcanion llesiant, yn ogystal â'u hymdrechion i hyrwyddo datblygu cynaliadwy. Mae'r ddeddfwriaeth wedi'i dylunio i sicrhau mai datblygu cynaliadwy yw prif egwyddor drefniadol y llywodraeth a chyrrff cyhoeddus, ac felly dylai trefniadau gweithredu a llywodraethu a mecanweithiau'r Llywodraeth, a'r cyngor a'r cymorth a roddir gan y gwasanaeth sifil yng Nghymru, wella'n gyson er mwyn ymateb i'r gofynion hyn.

Lluniwyd y papur ategol hwn cyn i'r Pwyllgor Cyfrifon Cyhoeddus graffu ar swyddogion Llywodraeth Cymru ar 1 Chwefror 2021. Felly mae'r papur yn canolbwyntio ar y camau gweithredu a gymerwyd gennyf fel yr Ysgrifennydd Parhaol gyda'r Pwyllgor Gweithredol a swyddogion o bob rhan o Lywodraeth Cymru.

Ni fydd y papur hwn yn ymdrin â'r materion polisi hynny y mae Gweinidogion Cymru yn gyfrifol amdanynt. Yn 2017, cyhoeddodd Llywodraeth Cymru 12 o amcanion llesiant fel yr oedd yn ofynnol gan Ddeddf 2015, ac fe'u cynhwyswyd yn [Ffyniant i Bawb: y strategaeth genedlaethol](#). Mae [Adroddiad Blynyddol 2019](#) y llywodraeth yn nodi'r cynnydd a wnaed yn erbyn yr amcanion hyn o dan dair thema'r Prif Weinidog, sef 'mwy ffyniannus, cyfartal a gwyrddach'. Disgwylir i'r adroddiad blynyddol nesaf gael ei gyhoeddi ym mis Ionawr 2021 ac, yn unol â Rheol Sefydlog 11.21(ii), disgwylir i Lywodraeth Cymru gynnig trafodaeth ar Adroddiad Blynyddol y Rhaglen Lywodraethu ym mis Chwefror 2021.

#### Trefniadau gweithredu'r gwasanaeth sifil yng Nghymru

Ers i Ddeddf 2015 ddod i rym yn 2017, mae'r egwyddor datblygu cynaliadwy a'r ddyletswydd llesiant wedi effeithio ar bob agwedd ar ein model gweithredu sefydliadol, o'n fframwaith llunio polisiâu, ein trefniadau rheoli perfformiad; ein disgwyliadau o ran arweinyddiaeth; a'n prosesau ariannol ac archwilio. Darparodd y sylfaen hefyd ar gyfer fy menter diogelu at y dyfodol. Drwy Gyfrifon Cyfunol Llywodraeth Cymru, rwy'n darparu crynodeb blynyddol o'r camau gweithredu a gymerwyd i gynnwys yr egwyddor datblygu cynaliadwy ymhellach yn ein ffordd o weithio. Yn ystod tymor y llywodraeth hon, mae rhanddeiliaid wedi herio Gweinidogion Cymru a'r gwasanaeth sifil mewn ffordd adeiladol am gyflymder newidiadau wrth roi Deddf 2015, a'r newid mewn diwylliant sydd ei angen o ganlyniad, ar waith. Mae'r [cyfrifon diweddaraf](#) a gyhoeddwyd ym mis Tachwedd 2020, yn disgrifio sut y gwnaethom fyfyrion ar y ffordd yr oeddem yn cydgysylltu ein hymateb i Ddeddf 2015, a sut y gwnaethom gytuno ar fframwaith gweithredu strategol wedi'i ddiweddarau er mwyn adlewyrchu a chyfleu ehangder a chwmpas



Deddf 2015 yn well o fewn y Llywodraeth. Mae'r fframwaith hwn yn nodi gwahaniaeth pwysig rhwng y canlynol

- rôl **Gweinidogion Cymru** wrth sicrhau'r cyfraniad gorau posibl gan y Llywodraeth at y nodau llesiant drwy bennu amcanion llesiant a'u cyflawni;
- rôl y **Gwasanaeth Sifil** wrth wella'r cymorth a'r cyngor a roddir i Weinidogion Cymru drwy gynnwys yr egwyddor datblygu cynaliadwy yn ein ffordd o weithio;
- ein rôl ni wrth **alluogi eraill** i gyfrannu at y broses o gyflawni'r nodau llesiant a rhoi Deddf 2015 ar waith;
- ein rôl ni wrth helpu i **ddeall Cymru** nawr ac yn y dyfodol drwy waith ar adroddiad tueddiadau'r dyfodol, y dangosyddion llesiant cenedlaethol ac adroddiad blynyddol Llesiant Cymru.

Yn ystod cam cynnar y broses o roi Deddf 2015 ar waith, gweithiodd Llywodraeth Cymru gyda rhanddeiliaid i ddatblygu a gweithredu blociau adeiladu allweddol er mwyn rhoi dyletswyddau Deddf 2015 ar waith yn llwyddiannus ar lefel genedlaethol; Mae'r rhain yn cynnwys; y [canllawiau statudol](#) ar gyfer cyrff cyhoeddus, Byrddau Gwasanaethau Cyhoeddus a chynghorau cymunedol; y [dangosyddion llesiant cenedlaethol](#) sy'n mesur y cynnydd tuag at y nodau llesiant a osodwyd ger bron y Senedd yn 2016; [Adroddiad Tueddiadau'r Dyfodol](#) statudol cyntaf Llywodraeth Cymru yn 2017; ac [Adroddiad Blynyddol Llesiant Cymru](#) cyntaf y Prif Ystadegydd ym mis Medi 2017. Yn ogystal, rydym wedi darparu amrywiaeth o adnoddau er mwyn helpu i godi ymwybyddiaeth a dealltwriaeth o Ddeddf 2015, er enghraifft dogfen [hawdd ei deall](#), [canllaw hanfodion](#) ac [animeiddiad](#), ac esbonwyr o'r cysylltiadau rhwng Deddf 2015 a deddfwriaeth arall. Mae'r rhain yn ategu gwaith Comisiynydd Cenedlaethau'r Dyfodol a'i thîm sy'n chwarae rhan greiddiol wrth gefnogi'r trefniadau gweithredu cenedlaethol.

O fewn Llywodraeth Cymru, mae pob maes polisi a phortffolio yn gyfrifol am gynnwys yr egwyddor datblygu cynaliadwy yn ei weithgareddau, ei bolisiâu a'i drefniadau, ac am gymryd camau i gyflawni amcanion llesiant datganedig y Llywodraeth. Rydym yn cydnabod bod angen i ganol y sefydliad oruchwylio a galluogi'r newid. Canolbwyntiodd gwaith cynnar ar roi Deddf 2015 ar waith yn fewnol ar lunio camau gweithredu mewnol allweddol er mwyn hwyluso cydymffurfiaeth a dealltwriaeth o'r dyheadau sy'n sail i'r ddeddfwriaeth ymhlith pob aelod o'r staff, ac ar sicrhau y câi'r camau gweithredu hynny eu rhoi ar waith. Gwnaethom ganolbwyntio ar newidiadau i'n gweithrediadau a'n prosesau busnes; ymgysylltu â staff a hwyluso newid mewn ymddygiad; gan ystyried ymgyrch ehangach Un Gwasanaeth Cyhoeddus Cymru a'n rôl galluogi.

Diolch i'n gwaith gydag WWF Cymru yn 2017/19, llwyddwyd i feithrin dealltwriaeth gyffredin â rhanddeiliaid o sut y gellir ystyried, deall a chydabod cynnydd Llywodraeth Cymru wrth weithredu o dan Ddeddf 2015. Drwy gyfres o weithdai, nodwyd pwyntiau i weithredu arnynt ac fe'u cyhoeddwyd yn 'Pawb Gyda'i Gilydd!' (2018). Yn fy rhagair i'r adroddiad, croesawais yr ysbryd gydgyhyrchiol a welwyd wrth i swyddogion a chynrychiolwyr o'r trydydd sector fynd i'r afael â'r materion gweithredu. Mae ein trefniadau ymgysylltu parhaus â'r Archwilydd Cyffredinol, Archwilio Cymru a Chomisiynydd Cenedlaethau'r Dyfodol hefyd wedi darparu adborth parhaus a gwersi o ran sut y dylem ymateb i Ddeddf 2015.

## *Ymgysylltu â staff a hwyluso newid mewn ymddygiad*

Rwy'n cydnabod bod a wnelo'r Ddeddf yn bennaf â newid ymddygiad a sut y caiff penderfyniadau eu gwneud. Mae'r math o newid parhaus mewn ymddygiad a ddisgwylir gan y ddeddfwriaeth a'r agenda datblygu cynaliadwy yn cymryd amser, ac yn gofyn am welliannau parhaus o ran sut rydym yn arwain; sut rydym yn dysgu; sut rydym yn perfformio; a, sut rydym yn gweithio. Mae'r elfennau hyn yn gweithredu fel sail i'm menter diogelu at y dyfodol, a ddyluniwyd ar y cychwyn er mwyn paratoi'r gwasanaeth sifil yng Nghymru i ymateb i'r heriau sy'n gysylltiedig â rhoi Deddf 2015 ar waith. Mae'n wahanol i raglenni newid blaenorol (gan gynnwys 'Paratoi at y Dyfodol') gan ei bod yn canolbwyntio'n fwiadol ar newid sy'n gysylltiedig â phobl a natur integredig system-gyfan y ffordd rydym yn bwrw ati â'r rhaglen newid ymddygiad. Er mwyn codi ymwybyddiaeth o Ddeddf 2015 yn y gwasanaeth sifil, gwnaethom ddatblygu naratif craidd; cynnal cyfres o sesiynau gweithdy â'r Uwch Wasanaeth Sifil cyfan; cynnal digwyddiadau sioeau teithiol paratoi at y dyfodol; dosbarthu pecynnau adnoddau i staff ac ardal adnoddau newydd ar y fewnwyd. Cynhaliwyd digwyddiadau treiddgar hefyd ar gyfer y pum ffordd o weithio ar gyfer y proffesiwn polisi. Diweddarwyd yr holl ganllawiau ar gyfer llunio polisiâu a chyingor gweinidogol er mwyn sicrhau bod ystyried y Ddeddf yn rhan o'r gwaith hwn, ac rydym yn adolygu'r sefyllfa yn barhaus. Gwnaethom hefyd ddatblygu pecyn cymorth cyfathrebu cyffredin gyda phenaethiaid cyfathrebu mewnol ym mhob rhan o'r sector cyhoeddus. Pan fyddwn yn recriwtio, rydym yn disgwyl i ymgeiswyr feddu ar wybodaeth a dealltwriaeth o'r Ddeddf. Gwyddom o'n Harolwg Pobl yn 2020 fod nifer cymharol uchel o bobl, yn ôl pob tebyg, wedi mabwysiadu'r pum ffordd o weithio yn barod. Yn 2021, byddwn yn ystyried y lefel fabwysiadu hon ymhellach drwy gynnal ymarfer archwilio mewnol o Adrannau er mwyn nodi arferion da a'u rhannu.

## *Newidiadau i'n gweithrediadau a'n prosesau busnes*

Rydym yn cydnabod y gallai ein prosesau a'n mecanweithiau fod yn ysgogwr ar gyfer rhoi Deddf 2015 ar waith, yn enwedig o ran y pum ffordd o weithio. Roedd cyflawniadau cynnar yn cynnwys ystyried Deddf 2015 wrth gynllunio busnes, ystyried sut y gellid integreiddio unrhyw effeithiau, rôl y mecanweithiau Rheoli Mewnol a'r datganiad llywodraethu; a, diwygiadau i lythyrau cylch gwaith ac amodau grant. Er mwyn cefnogi'r Gweinidog Cyllid a'r Trefnydd, gwnaethom weithio gyda'r trydydd sector a Chomisiynydd Cenedlaethau'r Dyfodol i gytuno ar ddiffiniad amlhaenog ar gyfer atal.

Penodwyd Hyrwyddwr Llesiant Cenedlaethau'r Dyfodol i arwain ystyriaethau yn y maes ar Fwrdd Llywodraeth Cymru, ac mae [Cylch Gorchwyl](#) diwygiedig yn pwysleisio ei rôl wrth roi cyngor strategol yn unol â Deddf 2015. Mae Hyrwyddwr y Bwrdd hefyd yn arwain Grŵp Goruchwyllo a Galluogi Llesiant Cenedlaethau'r Dyfodol, sef grŵp trawslywodraeth sy'n cynnwys y rheini sy'n gyfrifol am yr elfennau o ddyletswyddau a chyfrifoldebau Llywodraeth Cymru sydd o bwysigrwydd statudol neu weithredol o dan y Ddeddf.

Er mwyn helpu i integreiddio polisiâu a sicrhau cydlyniaeth, rhoddwyd proses ar waith ar gyfer papurau allweddol y Cabinet a chynhelir "sesiynau herio" gyda swyddogion Llywodraeth Cymru wrth i'r papurau gael eu datblygu er mwyn sicrhau dull trawslywodraeth o lunio polisiâu. Cafodd fy null gweithredu mewn perthynas â'r sesiynau hyn ei lywio gan sgysiaid rheolaidd â Chomisiynydd Cenedlaethau'r Dyfodol er mwyn gallu datblygu llinellau ymholi a oedd yn canolbwyntio ar y pum ffordd o weithio. Mae'r gwersi a ddysgwyd o'r sesiynau herio hyn bellach wedi cael eu cyflwyno i Fwrdd Cyflawni penodedig. Mae'r Bwrdd Cyflawni yn craffu ar y ffordd y caiff ein blaenoriaethau llywodraethol eu cyflawni drwy lens cyfun, gan sicrhau y

gall y Llywodraeth gyfrannu at y broses o gyflawni'r nodau llesiant drwy gydweithio a chymryd camau trawslywodraeth.

### ***Un Gwasanaeth Cyhoeddus Cymru a galluogi eraill***

Mae ethos Un Gwasanaeth Cyhoeddus Cymru yn cynnwys diben cyffredin ac ysgogwyr cyffredin er mwyn cyflawni ansawdd bywyd gwell a pharhaus i bawb, yn seiliedig ar ganlyniadau Deddf 2015, y pum ffordd o weithio a'r gwerthoedd gwasanaeth cyhoeddus a ddelir gennym.

Mae gwefan Academi Cymru yn darparu adnoddau i arweinwyr gwasanaethau cyhoeddus ac yn hyrwyddo cyfres o ddsbarthiadau meistr a gweithdai sy'n cefnogi ethos Un Gwasanaeth Cyhoeddus Cymru ac yn cefnogi Deddf 2015. Mae Academi Cymru yn tynnu sylw at ei phrif gyflawniadau drwy ei [Hadroddiad Blynyddol](#).

Cyflwynodd Academi Cymru nifer o fodiwlau fel rhan o garfan gyntaf rhaglen Academi Arweinyddiaeth Cenedlaethau'r Dyfodol, a ddyluniwyd gan swyddfa Comisiynydd Cenedlaethau'r Dyfodol ac Academi Cymru er mwyn meithrin sgiliau arweinyddiaeth aelodau ifancach y gwasanaeth cyhoeddus, a fydd yn arwain cenedlaethau'r dyfodol ryw ddydd. Bydd Academi Cymru yn parhau i roi cymorth i garfanau yn y dyfodol. Bydd yr ail gylch o geisiadau ar gyfer Rhaglen Graddedigion Gwasanaeth Cyhoeddus Cymru Gyfan, sy'n dechrau ym mis Ionawr 2022, ar agor i bartneriaid o'r sector cyhoeddus/trydydd sector a bydd yn gofyn i sefydliadau ddangos enghreifftiau o gydweithio o fewn rhanbarth a sut mae eu prosiectau yn cefnogi cysyniad Un Gwasanaeth Cyhoeddus Cymru; Deddf Llesiant Cenedlaethau'r Dyfodol a blaenoriaethau rhanbarthol.

Rydym hefyd yn cydnabod yr arferion da a roddwyd ar waith ledled Cymru, a hynny mewn sawl ffordd wahanol. Er enghraifft, ar gyfer Gwobrau Ystadau Cymru a Gwobrau Gwelliant Parhaus Cymru Gyfan, defnyddiwyd pum ffordd o weithio Deddf Llesiant Cenedlaethau'r Dyfodol i lywio'r broses enwebu gan dynnu sylw at waith gwella sy'n mynd rhagddo ym maes gwasanaethau cyhoeddus a sefydliadau'r trydydd sector ledled Cymru. Mae'r ddwy gyfres o wobrau yn cynnwys categorïau sy'n cydnabod timau a sefydliadau sy'n rhoi Deddf 2015 ar waith fel rhan o'u gwaith.

Ym mis Ionawr 2020, cyflwynwyd y digwyddiad Cyfnewid Syniadau Cenedlaethau'r Dyfodol cyntaf gennym gan ddod ag uwch-reolwyr o bob rhan o'r Gwasanaeth Sifil a'r sector cyhoeddus ehangach ynghyd i rannu arferion wrth roi'r pum ffordd o weithio ar waith. Roedd dros 300 o bobl yn bresennol, a gwnaed y prif anerchiad gan y Prif Weinidog. Byddwn yn adeiladu ar lwyddiant y digwyddiad hwn, ac yn parhau i gynnig cyfleoedd i aelodau o staff ddod at ei gilydd a thrafod gwell ffyrdd o weithio yn 2021.

Bydd y Pwyllgor yn ymwybodol o'r adolygiad eang a gomisiynwyd gennym o'n trefniadau noddi yn 2018, sef 'Cyflawni Gyda'n Gilydd – Cryfhau'r Ffordd y mae Llywodraeth Cymru'n Noddi ei Chyrff Hyd Braich'. Roedd yr adolygiad hwn yn cynnwys argymhellion sy'n pwysleisio gallu Llywodraeth Cymru a'i chyrff hyd braich i gydweithio mewn ffyrdd sy'n gydnaws â Deddf 2015. Mae ein Dogfen Fframwaith yn nodi'r gydberthynas rhwng Cyrff a Noddir gan Lywodraeth Cymru a Gweinidogion, gan gynnwys rolau a chyfrifoldebau, a'r telerau a'r amodau yr ydym yn talu cymorth grant iddynt oddi tanynt. Mae'r ddogfen hon, a llythyrau cylch gwaith, yn cynnwys cyfeiriadau a negeseuon cryf i'r cyrff hynny er mwyn sicrhau bod eu gwaith yn cyfrannu at agenda Llesiant Cenedlaethau'r Dyfodol, gan ddefnyddio'r pum ffordd o weithio, cyflwyno adroddiadau ar faterion sy'n ymwneud â Llesiant Cenedlaethau'r Dyfodol ac sy'n gysylltiedig ag amcanion llesiant Llywodraeth Cymru.

Yn 2019, gwnaethom weithio gyda rhanddeiliaid er mwyn cyfrannu at [Adolygiad Cenedlaethol Gwirfoddol Llywodraeth y DU](#) o'r Nodau Datblygu Cynaliadwy er mwyn sicrhau bod dull gweithredu Cymru yn chwarae rhan gadarn. Gwnaethom hefyd ddrafftio a chyhoeddi dogfen ar wahân, sef '[Cymru a'r Nodau Datblygu Cynaliadwy](#)'. Darparodd y ddogfen hon adolygiad o gyfraniad Cymru at y nodau a'r agenda Datblygu Cynaliadwy drwy fframwaith Deddf 2015. Gan adeiladu ar hyn, gwnaethom weithio mewn partneriaeth â'r Athrofa Astudiaethau Cynaliadwyedd Uwch yn yr Almaen i gyflwyno digwyddiad rhyngwladol, 'Dyma'r Dyfodol', ym mis Mawrth 2020.

Ym mis Mai 2020, ymunodd Llywodraeth Cymru â rhwydwaith Llywodraethau'r Economi Llesiant, ochr yn ochr â'r Alban, Gwlad yr Iâ a Seland Newydd. Ers ymuno â'r rhwydwaith yn gynharach eleni, mae clywed am brofiad llywodraethau eraill wrth roi egwyddorion economeg llesiant ar waith wedi bod o fudd mawr i swyddogion Llywodraeth Cymru. Cawsom gyfleoedd hefyd i rannu ein profiadau ein hunain o ddatblygu polisi yng nghyd-destun Deddf arloesol Llesiant Cenedlaethau'r Dyfodol, ac yn arbennig o fonitro ein cynnydd yn erbyn y nodau llesiant a sefydlwyd yn y Ddeddf, gan ddefnyddio'r dangosydd eang a bennwyd a ddatblygwyd i gynnwys y dimensiynau lluosog sy'n gysylltiedig â llesiant.

### **Safbwyntiau ar y rhwystrau i weithredu**

Mae'r ymatebion i ymgynghoriad y Pwyllgor Cyfrifon Cyhoeddus ac adroddiadau'r Archwilydd Cyffredinol a Chomisiynydd Cenedlaethau'r Dyfodol wedi tynnu sylw at nifer o rwystrau a chyfleoedd posibl o ran rhoi Deddf 2015 ar waith. Hoffwn amlinellu'r gwaith a wnaed gennym i ddeall rhai o'r rhwystrau allweddol ac ymdrin â nhw.

#### *Trefniadau cyllido*

Mae Deddf Llesiant Cenedlaethau'r Dyfodol yn ceisio sicrhau bod Llywodraeth Cymru a chyrrff cyhoeddus yn rhoi mwy o ystyriaeth i effaith hirdymor yr hyn a wnânt, ac i gynllunio'n unol â hynny. Yn amlwg, gall hyn fod yn heriol o ystyried mai dim ond am gyfnodau byr y gellir rhoi sicrwydd ariannol. Mae Gweinidogion Cymru wedi nodi eu bod yn awyddus i fod mewn sefyllfa i ddarparu sicrwydd ariannol tymor hwy. Fodd bynnag, dim ond am un flwyddyn y gallant bennu cynlluniau refeniw a chyfalaf o ganlyniad i benderfyniadau gwariant Llywodraeth y DU. Byddwn yn parhau i bwysu am setliadau ariannol hwy. O ran buddsoddiadau seilwaith, rydym yn gweithio ar ddull gweithredu llywodraeth gyfan er mwyn gwella cysylltiadau ar draws portffolios a sicrhau'r adenillion cyhoeddus mwyaf posibl ar fuddsoddiadau. Yn dilyn y gwaith 'Cyflawni ar y Cyd' yn 2018, rydym yn ystyried sut y gallem symud o ddefnyddio llythyrau cylch gwaith blynyddol, dyfarniadau cyllidebol a chynlluniau busnes i ddull 'Tymor y Llywodraeth' er mwyn gallu cynllunio yn y tymor hwy ar gyfer ein cyrrff hyd braich.

#### *Y dirwedd partneriaethau*

Mae pwysigrwydd cydweithio rhwng gwahanol sefydliadau wrth ddarparu ar gyfer pobl a'r amgylchedd yn rhan hanfodol o ddatblygu cynaliadwy. Cydnabu Deddf 2015 hyn, gan gynnwys cydweithio fel un o'r pum ffordd o weithio y dylai cyrrff cyhoeddus eu hystyried. Atgyfnerthwyd y ffordd hon o weithio ymhellach drwy roi trefniadau cydweithio ffurfiol ar waith drwy Fyrddau Gwasanaethau Cyhoeddus. Rydym wedi rhoi cymorth i Fyrddau Gwasanaethau Cyhoeddus ers eu sefydlu drwy gyfarfodydd rhwydwaith, gweithdai, clinigau 'galw heibio' a chyllid rhanbarthol ar gyfer gweithgareddau. Mae'r rhain wedi gwella eu gallu a'u hadnoddau i ddatblygu

asesiadau llesiant lleol a chynlluniau llesiant ac i gyflawni yn erbyn y cynlluniau hynny. Mae Uwch-weision Sifil yn aelodau o bob bwrdd ac mae cylch gorchwyl ar gyfer eu rôl fel unigolion a wahoddwyd i fynychu ar ran Gweinidogion Cymru. Rôl cynrychiolwyr Llywodraeth Cymru yw cyflwyno safbwynt cenedlaethol yn ystod cyfarfodydd a sicrhau bod trefniadau gweithredu cenedlaethol a rhanbarthol yn parhau i ymateb i faterion lleol ac atebolrwydd democrataidd lleol.

Mae'r Byrddau Gwasanaethau Cyhoeddus yn rhan o dirwedd ehangach o drefniadau partneriaeth. Er mwyn cydnabod problem gyffredin, sef symleiddio cymhlethdodau wrth i wasanaethau cyhoeddus yng Nghymru gydweithio, cynhaliwyd adolygiad o bartneriaethau strategol ar y cyd â Chymdeithas Llywodraeth Leol Cymru a Chonffederasiwn GIG Cymru. Cyflwynwyd adroddiad ar yr [Adolygiad o Bartneriaethau Strategol](#) i Gyngor Partneriaeth Cymru ym mis Mehefin. Er y cytunwyd bod y dirwedd partneriaethau yn gymhleth, ni nododd yr adolygiad lawer o gefnogaeth o blaid cael gwared ar bartneriaethau'n gyffredinol na'u huno – yn ôl thema na maes partneriaeth. Cytunodd y Cyngor Partneriaeth ar ddatrysiad pragmataidd yn seiliedig ar arweinyddiaeth leol, a bydd Llywodraeth Cymru yn hwyluso hynny.

#### *Y dirwedd ddeddfwriaethol*

Mae natur Deddf 2015 yn golygu y bydd Biliau newydd sy'n anelu at newid y ffordd y mae cyrff cyhoeddus yn gweithredu o bosibl yn rhyngweithio â'r dyletswyddau yn Neddf 2015. Mae ein [Llawlyfr Deddfwriaeth](#) yn atgoffa swyddogion y dylent ystyried a fydd y ddeddfwriaeth arfaethedig yn cyfrannu at y broses o roi'r Ddeddf ar waith wrth ddatblygu deddfwriaeth. Gwnaethom hefyd gyhoeddi [Gwneud Penderfyniadau Da](#) yn 2016 er mwyn helpu awdurdodau cyhoeddus yng Nghymru i wneud penderfyniadau da sy'n gyfreithlon ac sy'n cydymffurfio â'r Rheol Gyfreithiol.

Wrth ddatblygu deddfwriaeth newydd, rydym wedi chwilio am gyfleoedd i egluro cydberthynas y ddeddfwriaeth honno â deddfwriaeth sy'n bodoli eisoes, fel Deddf Cynllunio (Cymru) 2015; Deddf yr Amgylchedd (Cymru) 2016; Deddf Gwasanaethau Cymdeithasol a Llesiant (Cymru) 2014; Deddf Llywodraeth Leol ac Etholiadau (Cymru) 2021; a'r Bil Addysg Drydyddol ac Ymchwil drafft. Yn fwy diweddar, rydym wedi gweithio gyda Chomisiwn Cydraddoldeb a Hawliau Dynol Cymru a Chomisiynydd Cenedlaethau'r Dyfodol i ddatblygu canllawiau er mwyn helpu cyrff cyhoeddus i ystyried cyfleoedd i gymhwyso'r ddyletswydd economaidd-gymdeithasol, dyletswydd cydraddoldeb y sector cyhoeddus a dyletswydd llesiant cenedlaethau'r dyfodol mewn ffordd gydnaws.

#### *Adrodd*

Bwriedir i'r gofynion adrodd ar gyfer Deddf 2015 weithredu fel modd i sefydliadau nodi sut y maent yn cyfrannu at y nodau llesiant ac yn ymgymryd â gwaith datblygu cynaliadwy. Mae'r canllawiau statudol yn annog cyrff cyhoeddus a Byrddau Gwasanaethau Cyhoeddus i adrodd ar gynnydd drwy fecanweithiau sy'n bodoli eisoes, fel mecanweithiau ar gyfer cyflwyno adroddiadau blynyddol, yn hytrach na gwneud hynny heb ystyried gweithgareddau adrodd eraill. Mae'r canllawiau o blaid dull adrodd integredig ac yn annog cyrff i ystyried cyfleoedd i integreiddio'r ffordd y maent yn adrodd ar ddyletswyddau sy'n bodoli eisoes.

#### **Edrych i'r dyfodol**

Mae adroddiadau Comisiynydd Cenedlaethau'r Dyfodol ac Archwilydd Cyffredinol Cymru, yn ogystal â'r gwaith a wnaed gennym gyda'r trydydd sector, yn cynnig amrywiaeth helaeth o syniadau o ran sut y gall gwasanaeth sifil Llywodraeth Cymru

wireddu buddiannau gweithio mewn ffordd fwy cynaliadwy. Ar ddechrau 2020, trafododd y Pwyllgor Gweithredol y rhwystrau mewnol sy'n ein hatal rhag gwireddu buddiannau'r ddeddfwriaeth, gan gynnwys agweddau fel gwella llywodraeth gydgysylltiedig; defnyddio Adroddiad Tueddiadau'r Dyfodol fel llwyfan i greu capasiti ar gyfer ffordd o feddwl hirdymor; rhoi dull ataliol ar waith y tu hwnt i'r gyllideb; a sut y gallwn wella gallu ein proffesiwn polisi. Gwnaethom hefyd gydnabod pwysigrwydd sicrhau bod Llywodraeth Cymru yn dangos arweinyddiaeth amlwg a gwella ein prosesau ar gyfer rhoi gwybod am y newidiadau rydym yn eu gwneud.

Nodais gyfres o gamau gweithredu ychwanegol i'w cymryd er mwyn cynnwys yr egwyddor datblygu cynaliadwy yng ngweithdrefnau'r Gwasanaeth Sifil. Byddaf yn mynychu cyfarfod Bwrdd Gwasanaethau Cyhoeddus Caerffili ym mis Ionawr 2021, ac rwyf wedi trefnu cyfarfod ar gyfer swyddogion Llywodraeth Cymru ar Fyrddau Gwasanaethau Cyhoeddus fel rhan o sesiwn a gynhelir ddwywaith y flwyddyn i gyfnewid gwybodaeth a gwella ein rôl arwain mewn perthynas â'r Byrddau hyn.