



Comisiynydd  
**Cenedlaethau'r  
Dyfodol**  
Cymru

**Future  
Generations**  
Commissioner  
for Wales



Llywodraeth Cymru  
Welsh Government

# Future Generations Framework for service design

This simple framework is a tool to help people working in public services to apply the Well-being of Future Generations Act ways of working to service design.

The Well-being of Future Generations Act provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how public services should work to deliver for people:

- **Long term:** the importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs.
- **Prevention:** how acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- **Integration:** considering how public bodies' well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration:** acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives.
- **Involvement:** the importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

The framework on the following pages describes what the five ways of working mean in practice for service design, setting out a series of questions to consider alongside four key concepts:

- **Delivering an integrated service with partners in the best interest of the people accessing the service.**
- **Starting from what people can do, not what they can't, and involving them in decision-making as an equal partner.**
- **Ensuring people can access the service they need, when they need it and only for as long as they need it.**
- **Always learning, positively challenging and aiming to improve.**

The framework can be used by those who design and oversee provision of services to prompt thought, have structured discussions, and make decisions, about new ways of working to ensure services are resilient and are seeking to improve the well-being of people now and in the future.

Making the connections: thinking about how your service contributes to your organisation's well-being objectives and public services board's well-being plan:

- How does the service address issues identified in the assessment of local well-being of the area?
- How does the service impact on, or support, the well-being objectives of your organisation?
- Do you understand how your service impacts on, or supports, the delivery of the local well-being plan of the public services board?



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

What this means for service design	Questions to consider
<p>Always learning, positively challenging and aiming to improve</p>	<ul style="list-style-type: none"> <li>• Have you identified and considered the long term trends that might affect your service area, what impact these trends could have on your service/your service could have on these trends, and what is being done in response? (These might be known e.g. an ageing population, depleting natural resources, or those with higher uncertainty e.g. jobs and skills needed for the future.)</li> <li>• Is a range of evidence (including people's stories and other data) captured to test effectiveness of the service (now and for the future) in a meaningful way?</li> <li>• What are the challenges (current and future) the service faces and how might they be overcome? Is the service seeking opportunities to learn from best practice elsewhere and joining up with networks which can facilitate shared learning?</li> <li>• What are the opportunities available to the service provider and how can they make best use of them?</li> <li>• Does the service try out innovative solutions to delivery aimed at the most effective outcomes, learn from them and move forward?</li> </ul>
<p>Ensuring people can access the service they need, when they need it and only for as long as they need it</p>	<ul style="list-style-type: none"> <li>• Does the service provider understand (and predict) how demand could change over time and work with partners to more effectively understand it?</li> <li>• Is the service treating the immediate need or symptom, without tackling the root causes? If so, are the long term implications of taking this approach understood?</li> <li>• Is there appropriate critical assessment of need; is professional judgement and evidence informing the response?</li> <li>• Does the service provider understand and assess whether intervening will lead to longer term better outcomes than not intervening at all?</li> </ul>

What this means for service design	Questions to consider
Delivering an integrated service with partners in the best interest of the people accessing the service	<ul style="list-style-type: none"> <li>• Is the service reliant on other interventions being in place to address the causes of long term cycles?</li> </ul>
Starting from what people can do, not what they can't and involving them in decision making as an equal partner	<ul style="list-style-type: none"> <li>• Does the service provider understand what matters to people, their strengths and the strengths of wider communities in which they live – now, and how that might change in future?</li> </ul>



**Prevention:** how acting to prevent problems occurring or getting worse may help public bodies meet their objectives

What this means for service design	Questions to consider
Ensuring people can access the service they need, when they need it and only for as long as they need it	<ul style="list-style-type: none"> <li>• Does service delivery have a suitably strong focus on preventing problems occurring or getting worse, breaking the cycle and helping people to avoid crisis rather than supporting people in crisis?</li> <li>• Do you understand what issues you are seeking to prevent? What are the root causes, how could these be avoided/remedied? How early can the service intervene and how can the service provider build resilience?</li> <li>• Are you working with people to bring down (or end) the level of intervention in people's lives over time wherever possible, with the flexibility to adapt to changing circumstances?</li> </ul>
Starting from what people can do, not what they can't and involving them in decision making as an equal partner	<ul style="list-style-type: none"> <li>• Does the service help people towards independent living rather than creating dependency?</li> <li>• Do you have flexibility to ensure the intervention fits the needs and circumstances of the citizen and avoids harm?</li> </ul>
Always learning, positively challenging and aiming to improve	<ul style="list-style-type: none"> <li>• Does the service consider how it can minimise/resolve negative impacts and have most beneficial impacts across economic, environmental, social and cultural well-being?</li> </ul>



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

What this means for service design	Questions to consider
<p>Delivering an integrated service with partners in the best interest of the people accessing the service</p>	<ul style="list-style-type: none"> <li>• Is delivery viewed by partners as part of a 'whole system' which reflects users' full pathway through different services?</li> <li>• Has the service provider considered how the service is impacting on other public bodies (positively or negatively)?</li> <li>• Is there understanding of collective responsibility for outcomes across services, with services aligned to avoid unintended harm?</li> <li>• What practical steps can the service provider take to integrate the service with the existing plans and strategies of its own or other public bodies, to maximise the service's contribution towards each of the seven well-being goals?</li> </ul>
<p>Always learning, positively challenging and aiming to improve</p>	<ul style="list-style-type: none"> <li>• Can the service demonstrate continuous improvement from regular reflection and critical review?</li> <li>• Is there a framework and proportionate process in place for collective performance assessment, including from a citizen's perspective, and do you have accountability arrangements to support this?</li> <li>• Could there be potential conflicts in service delivery with other services or public bodies, and how might you seek to resolve, manage and mitigate these?</li> </ul>



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

Delivering an integrated service with partners in the best interest of the people accessing the service

- Are partners working together in a flexible way, across organisational boundaries, to deliver a seamless service to people?
- Have you identified a full range of partners, including organisations from private or third sectors, who could play a productive role in this service area?
- Does the service provider think about (and predict) how demand could change over time and work with partners to more effectively manage it?
- Is there equity, trust and a shared vision between partners?
- Are there reciprocal arrangements across public services (e.g. shared resources, shared budgets)?

Always learning, positively challenging and aiming to improve

- Is best practice shared to reduce cross sector variation where it is appropriate to do so?
- Is success celebrated – both within the service and across partners?



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

Starting from what people can do, not what they can't and involving them in decision making as an equal partner

- Do you understand what matters to service users, their strengths, and the strengths of wider communities in which they live? How is this used to inform the need for the service and how it is delivered?
- Is the service seeking to harness and build on a service user's strengths?
- Does the service encourage people to take responsibility for themselves and their own improvements?
- Are service users involved in reaching decisions that affect them?
- Is the service considering the support that might be available from others in the community?
- Is service delivery tailored for individual service users, recognising that individuals will have differing capacity to respond?

Delivering an integrated service with partners in the best interest of the people accessing the service

- Is the system designed through an understanding of how citizens engage with public services and the outcomes they are looking for?
- Has the service been designed from the perspective of the service user, through involving them and reflecting the diversity of the potential users of the service?

Ensuring people can access the service they need, when they need it and only for as long as they need it

- Are people being encouraged to manage *without* intervention, where appropriate?
- Is the service working with citizens to explain the role of different partners in delivering the service, and managing expectations?

Always learning, positively challenging and aiming to improve

- Are services and service users working as partners in the business of improvement?