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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Pwyllgor Strategaeth a Chynllunio/Strategy and Planning Committee

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 AUGUST 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Well-being of Future Generations Annual Report 2025-2026
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Dr Ardiana Gjini, Executive Director Public Health
SWYDDOG ADRODD: REPORTING OFFICER:	Trina Nealon, Head of Population Health Improvement and Wellbeing/ Principal Public Health Officer Sara Rees, Senior Public Health Practitioner

Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/ For Decision

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The Well-being of Future Generations (WFGA) (Wales) Act 2015 (the Act) came into effect on 1 April 2016 with the aim of improving social, economic, environmental and cultural well-being across Wales. The Act requires NHS bodies to report on the progress they have made in meeting their well-being objectives in each financial year.

The Strategy and Planning Committee (SPC) is asked to approve Hywel Dda University Health Board's (HDdUHB's) Well-being of Future Generations Annual Report for the period 1 April 2025 – 31 March 2026.

Once approved, the Report will progress to the HDdUHB Board meeting in September 2026, with onward submission to Welsh Government (WG), in order to comply with the Act.

Cefndir / Background

The Well-being of Future Generations (Wales) Act 2015 sets out a number of requirements for individual public bodies, including HDdUHB. These include a requirement for the Health Board to:

- Set and publish well-being objectives (s.3(2)(a)) and take all reasonable steps to meet those objectives (s.3(2)(b))
- Publish a statement regarding well-being objectives (s.7(1))
- Publish an Annual Report showing the progress made in meeting the organisation's objectives (s.13 (1) and Sch.1)

Guidance states that where possible, NHS bodies should seek to integrate this reporting with their requirement to publish annual reports and accounts. Whilst a 'Well-being of Future Generations (Wales) Act' section is included within the HDdUHB Annual Report, a detailed

report of progress in meeting the Health Board's Well-being Objectives and steps taken to contribute to wider well-being goals for Wales, is specifically set out in this Report.

The Act outlines seven well-being goals which are underpinned by a 'sustainable development principle' which is reflected in 'five ways of working'. The Future Generations Report 2025 outlines the requirement for public bodies to report on their progress annually, ensuring they use both quantitative performance indicators and qualitative insights to track their impact.

The Health Board developed eight Well-being Objectives in 2019 that aligned with the strategic objectives to support long-term goals as outlined in the Strategy, A Healthier Mid and West Wales (AHMWW): Our Future Generations Living Well (HDdUHB, 2019). These objectives are not confined to a single national outcome and align to more than one of the seven well-being goals as outlined in the Act.

During 2025-2026 the objectives were refreshed in partnership with Trade Union colleagues and Health Board stakeholders. The updated objectives support long-term strategic aims, as well as Public Services Board (PSB) well-being plans, and were developed in line with the sustainable development principle. Themes include a greater focus on prevention and long-term approaches; addressing health inequalities; and staff well-being and workforce development.

Although new objectives have been established for 2026-2027 and beyond, this report provides a retrospective review of the objectives in place during 2025/26.

The Health Board's Well-being Objectives during 2025-2026:

1. Plan and deliver services to increase our contribution to low carbon.
2. Develop a skilled and flexible workforce to meet the changing needs of the NHS.
3. Promote the natural environment and capacity to adapt to climate change.
4. Improve population health through prevention and early intervention, supporting people to live happy and health lives.
5. Offer a diverse range of employment opportunities which support people to fulfil their potential.
6. Contribute to global well-being through developing international networks and sharing of expertise.
7. Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh
8. Transform our communities through collaboration with people, communities and partners.

The Well-being objectives are aligned to four overarching themes:

- Workforce planning and development
- Collaboration, involvement, and integration
- Early intervention and prevention
- Environment and climate change

Asesiad / Assessment

The attached Well-being of Future Generations Annual Report 2025-2026 (Appendix 1) demonstrates:

- How the Health Board has embedded the Act's seven well-being goals and five ways of working within strategic planning, governance and service delivery

- Alignment with the Health Board's refreshed long-term Strategy, and supporting frameworks
- A continued shift towards a prevention focused approach, an emphasis on reducing health inequalities and improving well-being outcomes
- How the Health Board is working with PSBs, Local Authorities, third sector organisations and communities to deliver integrated solutions to health and well-being challenges
- Case studies that illustrate the practical application of the Well-being Objectives. These are not intended to be exhaustive but instead provide a flavour of the breadth of work across the organisation and its partners
- Priorities for future development through refreshed Well-being Objectives for 2026/27–2029/30, with continued focus on prevention, workforce sustainability, climate resilience and partnership working.

Next Steps

Following Strategy and Planning Committee approval, the report will be submitted to the HDdUHB Board Meeting on 24 September 2026 with onward progression to Welsh Government in order to meet the Health Board's statutory obligations of the Well-being of Future Generations (Wales) Act, 2015.

Argymhelliad / Recommendation

The Committee is asked to:

- **APPROVE** the Well-being of Future Generations Annual Report 2025-2026 for onward ratification by the Board approval on 24 September 2026.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cylch Gorchwyl y Pwyllgor: Committee ToR Reference:	3.1.13.Consider population health and wellbeing assessments and other key information that underpins the strategic planning process to ensure the robustness and best fit of developing plans. 3.1.14.Seek assurance on plans, systems and processes to deliver health improvement and increase health equity and seek assurance on the work of the Health Board to reduce avoidable health inequalities.
Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	All Planning Goals Apply
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	9. All HDdUHB Well-being Objectives apply
Model Cymdeithasol ar gyfer Iechyd a Llesiant : (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing : (complete for strategic change and/or significant service changes)	7. All Apply
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Well-being of Future Generations (Wales) Act 2015
Rhestr Termau: Glossary of Terms:	Contained within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	Staff Partnership Forum (July 2026) Formal Executive Team (12 August 2026)

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial planning is one of the key corporate areas of change defined under the Act.
Ansawdd / Gofal Claf: Quality / Patient Care:	Evidence of improving the well-being of the population is at the forefront of this legislation.
Gweithlu: Workforce:	Implementing the five ways of working required under the Well-being of Future Generations (Wales) Act 2015 should lead to evidence of increased collaboration and integration between services, professionals and communities.

Tegwch lechyd: Health Equity:	Supports health equity by demonstrating how actions and decisions address inequalities, improve outcomes for disadvantaged groups, and contribute to fairer opportunities for health and wellbeing.
Risg: Risk:	The HDdUHB has a duty to work collaboratively to address the seven Well-being Goals for Wales. There is a risk that the need to demonstrate our progress is considered an “add on” responsibility by HDdUHB staff. Embedding the principles of the act into everyday business is therefore paramount and contributing to the project and delivery groups of Public Service Boards (PSB) needs to demonstrate the synergy with achieving the Health Board’s goals.
Cyfreithiol: Legal:	<i>The Well-being of Future Generations (Wales) Act 2015</i> (the Act) provides that HDdUHB (as a designated public body) must publish a Well-being Statement, Well-being Objectives and provide an Annual Report on progress towards meeting these objectives. An aim of the Act is to place communities at the heart of decision making. The public can use the Act to ensure that public bodies are taking the approach to decision making that utilises the five ways of working in line with the sustainable development principle when developing or making changes to services that impact upon them and their community. HDdUHB will need to ensure that all transformation and service change projects, including capital developments, take account of the new statutory requirements
Enw Da: Reputational:	There is a statutory requirement for HDdUHB to contribute to the work of the PSBs and relevant Wellbeing Plans.
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	A More Equal Wales is a key national goal under the Act and the report highlights examples of how HDdUHB is contributing to this.



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Well-being of Future Generations Annual Report

2025/26



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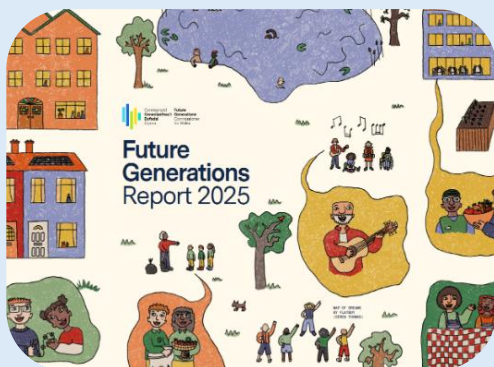
1. Introduction and background

Hywel Dda University Health Board (HDdUHB) is publishing this Annual Report to demonstrate our progress during 2025-2026 towards achieving the seven well-being goals and ‘five ways of working’ outlined in the Well-being of Future Generations (Wales) Act 2015 (“the Act”).

The Health Board agreed eight Well-being Objectives in 2018 which reflect the principles of the Act and work towards achieving the long-term goals as outlined in our strategy, *A Healthier Mid and West Wales (AHMWW): Our Future Generations Living Well* (HDdUHB, 2019). The objectives were reviewed and refreshed during 2025/26 in line with the refresh of the long-term strategy *A Healthier Mid and West Wales: Healthier lives, well lived*. Details of how the review was conducted in partnership, and how recommendations were integrated are outlined later in the report. While the new objectives will guide future work, this report focuses retrospectively on the objectives that were in place during 2025/26.

This report outlines the Health Board’s implementation of the Act by outlining the links to strategic objectives and plans, both internally and externally with partners, and provides an opportunity to highlight the examples of programmes and initiatives that our staff, patients and partners have undertaken to continue to embed our long-term vision as part our commitment to the Act.

In May 2025, on the tenth anniversary of the Act, Welsh Government published the Future Generations Report. The Report whilst noting the adoption of well-being objectives by public bodies, advised that:



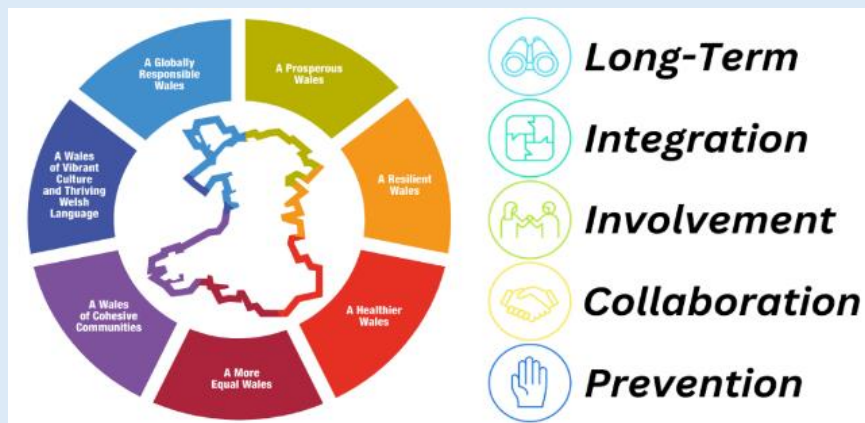
‘Public bodies must set their well-being objectives within a statutory period but have the flexibility to review and adjust them according to their own planning cycles.’

‘These objectives can be published separately or integrated into broader corporate planning documents. Public bodies must report on their progress annually, ensuring they use both quantitative performance indicators and qualitative insights from public and service user feedback to track their impact.’

2. The Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act 2015 (WFGA) is about improving the social, economic, environmental and cultural well-being of Wales. The Act provides a legally binding common purpose for public bodies via seven well-being goals which are underpinned by a ‘sustainable development principle’ which outlines five ways of working.

Seven Well-being Goals and Five Ways of Working



The seven well-being goals provide a shared vision to work towards, and these are detailed below:

A prosperous Wales – An innovative, productive, and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing fair work.

A resilient Wales – A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic, and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales – A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

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

A Wales of cohesive communities – Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language – A society that promotes and protects culture, heritage, and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales – A nation which, when doing anything to improve the economic, social, environmental, and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

3. Embedding the principles of the Well-being of Future Generations Act in HDdUHB

The Health Board benefits from the progressive policy framework set out in the WFGA, and it continues to provide the overarching framework for how we plan, design and deliver services for our population. The Act requires organisations to improve the social, economic, environmental and cultural well-being of Wales by taking a long-term, preventative and collaborative approach to decision making.

In the Health Board, the sustainable development principle is central to our governance, strategy and operational delivery. Our Well-being Objectives align with the seven national well-being goals and provide a line of sight from strategic priorities through to directorate plans and delivery.

3.1 Strategic Objectives

Long term strategy

Since its development in 2018, the Health Board's long-term strategy, *A Healthier Mid and West Wales: Our Future Generations Living Well*, has reflected and brought to life the ambitions of the WFGA, shaping and underpinning its strategic direction. During 2025/26, the Health Board refreshed its long-term strategy to represent a continued shift from a reactive, treatment-focused model of care towards one centred on prevention, early intervention and enabling people and communities to thrive. *Healthier Mid and West Wales – Healthier lives, well lived*, provides a 15-year vision aligned to the national well-being goals that prioritises prevention, community based care, staff well-being, high quality services, digital access, and sustainable infrastructure. It is designed to respond to the evolving needs of the population while supporting healthier, independent lives and preparing for future healthcare challenges. It embeds the five ways of working by focusing on prevention, shifting care closer to home, integrating services across partners, and involving communities in design and delivery. As a result, the Strategy prioritises improving population health, reducing inequalities, and creating sustainable health and care services for future generations.

Our 3-year planning process has been aligned to our strategic vision so that our long term aims are supported by key programmes and workstreams, in which the WFGA principles are embedded and reflect a strong focus on prevention and co-production.

HDdUHB Clinical Services Plan (CSP)

The development of the Clinical Services Plan during 2025/26 was a key Health Board transformation programme. The process focused on creating sustainable solutions to workforce and service fragility, considered how services integrate across the wider system, and involved extensive engagement with over 4,000 stakeholders to shape options. Decisions were assessed against sustainability, accessibility and alignment with the Health Board's long-term Strategy, ensuring that service changes deliver benefits for both current and future populations, with some areas requiring further consultation before final decisions.

In relation to stroke services, alternative options and feedback were received which suggested that the original options did not adequately address either the concerns raised throughout the process or the difficulties experienced by communities in accessing services. The Board decided, based on the feedback, to bring elements of options together and test again with our wider community before making a final decision. The consultation on stroke services closed at the end of July 2026, with the expectation that findings will be presented to Board later in the year.

Community by Design Strategic Plan

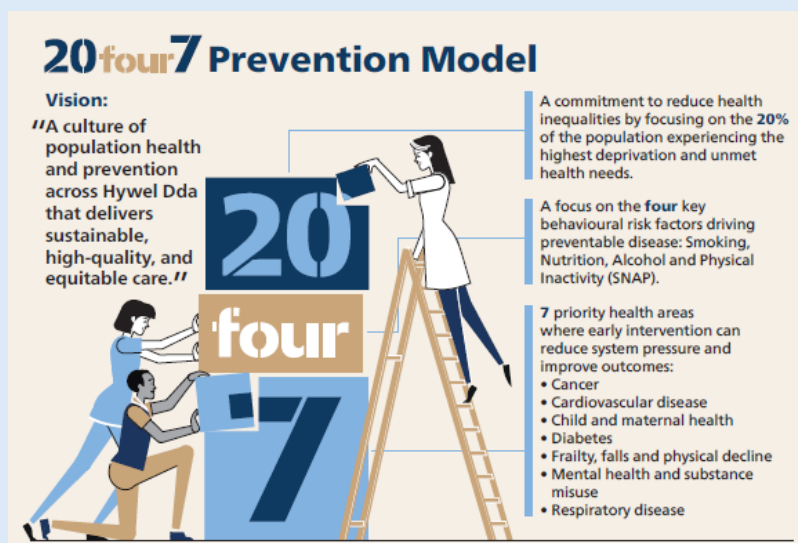
In line with the aspirations of *A Healthier Mid and West Wales*, the *Community by Design* strategic plan promotes a community centred and preventative model of care within primary and community services, and an ambition to shift from a service that simply treats illness to one that keeps people well, prevents ill-health or deterioration, and provides help early, long before conditions become crises. The system approach aims to address rising demand, inequalities, and sustainability challenges, and has identified six priority areas – Prevention, Partnership working, Access, Digital Offer, Estate and Infrastructure; and Workforce and Sustainability.

Recognising that the wider determinants of health lie beyond healthcare alone, it aligns closely with the WFGA, the 20four7 Prevention Model, and the Social Model for Health and Well-being (SMfHW), embedding long-term, preventative, integrated and collaborative approaches into service design and delivery.

20four7 Prevention Model

The Health Board has committed to becoming a population health-focussed organisation, delivered through its 20four7 Population Health Framework. The framework aims to reduce avoidable ill health and improve long-term outcomes and provides a clear direction of travel for the Health Board and partners by outlining the areas of focus for prevention and early intervention, and a plan for tackling inequity. During 2025/26, work has progressed collaboratively with partners across the Health Board to develop approaches for implementing the framework across teams and services.

The 20four7 Prevention Model brings together three interconnected priorities that can make the greatest difference to population health and wellbeing:



The model supports delivery of the A Healthier Mid and West Wales strategy and aligns closely with the Social Model for Health and Well-being and the Value-Based Health Care (VBHC) Strategic Plan. It also reflects national direction set by Public Health Wales's Prevention-Based Health and Care Framework, ensuring local action is aligned with and contributes to wider system change.

Read more about the 20four7 prevention model in the Director of Public Health Annual Report 2024/5 [here](#).

Social Model for Health and Wellbeing

The Social Model for Health and Wellbeing is a HDdUHB priority underpinning the long-term ambition to improve population health by addressing the wider determinants of health. The SMfHW focuses on reducing inequalities and enabling people and communities to take greater control of their health. It emphasises prevention, early identification, and timely intervention, recognising that social, environmental and biological factors together shape the conditions for good health. Case studies demonstrating how the SMfHW has developed during 2025/26 are presented later in the report.

3.2 Our Well-being Objectives

Well-being Objectives Refresh

Our Well-being Objectives help us demonstrate how we are contributing to the seven national well-being goals and applying the 'five ways of working' set out in the WFGA. During 2025/26, the objectives were reviewed and updated to align with the Health Board's long-term Strategy, establishing priorities for 2026/27 to 2029/30, with a further review planned thereafter. In line with

the Social Partnership Duty, this work was carried out in collaboration with Trade Union representatives and through wider engagement with our stakeholders. The updated objectives were shaped by key national and local insights, including the Future Trends Report, our own Self-Evaluation under the WFGA, the Future Generations Commissioner's Report 2025 recommendations, and HDdUHB's organisational pledge.

The updated objectives reflect the Health Board's ambitions, our capacity to deliver meaningful change, and our contribution to wider national well-being goals, including,

- Our commitment to embedding a SMfHW
- Addressing health inequalities and supporting individuals to achieve their best well-being
- Prevention and long-term approaches
- Organisational commitment to innovation and improvement
- Focus on staff well-being and inclusion, and workforce development
- Whole-organisation approach to climate risk and resilience
- Cultural well-being, Welsh language, and the arts as vital preventive assets

These objectives are set against a backdrop of persistent health inequalities and the climate emergency. Improving public health and wellbeing will require collaborative, partnership-based approaches to address the challenges associated with poverty, environmental factors, poor housing, and social isolation.

The updated objectives have been developed in line with the sustainable development principle. By working closely with our stakeholders, we have ensured that they align with and support our long-term strategic aims, as well as the current well-being plans of our Public Service Boards (PSBs). Each objective contributes to more than one of the seven national well-being goals set out in the Act, rather than being linked to a single outcome. They are mapped below:

Updated HDdUHB Well-being Objectives for 2026/27 – 2029/30		7 National Well-being Goals						
		A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
Early Intervention & Prevention	Improve health and well-being by focusing on prevention and early intervention, while working in partnership to ensure everyone has equal access to care and opportunities for good health	✓		✓	✓	✓		
	Develop initiatives that build social connections and promote culture and the Welsh language as assets to support people's overall well-being	✓		✓	✓	✓	✓	
Environment & Climate Change	Deliver plans that increase our contribution to a sustainable, low carbon future	✓	✓	✓				✓
	Strengthen resilience by planning for and adapting to climate change	✓	✓	✓				✓
Workforce Planning & Development	Create people-centred employment and development opportunities that support workforce transformation, reflect the changing needs of health and social care, and nurture leadership at every level	✓		✓	✓	✓	✓	
	Create an inclusive culture where every voice matters, individual needs are considered and staff well-being is promoted and supported	✓		✓	✓		✓	
Collaboration, Involvement	Foster a learning culture by sharing knowledge and applying new ways of working that enhance local and global well-being	✓		✓	✓	✓		✓

	Work with partners and communities to nurture and support everyone to achieve their best well-being	✓		✓	✓	✓	✓	
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Although new objectives have been established for 2026/27 and beyond, this report provides a retrospective review of the objectives in place during 2025/26.

3.3 Public Service Board Well-being Plans

The Health Board has a statutory role in the Public Services Boards for Carmarthenshire, Ceredigion and Pembrokeshire, as well as the West Wales Regional Partnership Board (RPB). The PSB partnerships, created through the WFGA, bring public services together to improve the well-being of local communities and are overseen by the Well-being of Future Generations Commissioner, Audit Wales, and Local Authority Committees. By working closely with our three PSBs and the RPB, we help shape a more integrated system of community care across West Wales, supporting people to live healthier, happier lives.

Each PSB Well-being Plan focuses on reducing inequality, inequity and poverty. The RPB, which brings together organisations across the Local Health Board area, leads work to transform and integrate health and social care services, working closely with PSB partners. Our collaboration with the PSBs shows how organisations across West Wales are working together to deliver their well-being objectives and put the five ways of working into practice. By combining our efforts, we are able to deliver ambitious, long-term improvements that would not be possible for any organisation to achieve alone, challenging usual practices and encouraging new, more innovative ways of working.

The current PSB plans for are available here:

- Click [here](#) for Carmarthenshire PSB local assessment and well-being plan
- Click [here](#) for Ceredigion PSB local assessment and well-being plan
- Click [here](#) for Pembrokeshire PSB local assessment and well-being plan

Following a vote, the Ceredigion and Carmarthenshire PSBs will merge during 2026/27 and work is already underway to bring priorities and work programmes into alignment. Pembrokeshire's PSB will continue to operate independently, while maintaining strong strategic links with neighbouring PSBs.

Here's how our Well-being Objectives align with those of the PSBs:

Hywel Dda University Health Board - Well-being Objectives



Plan and deliver services to increase our contribution to low carbon.



Develop a skilled and flexible workforce to meet the changing needs of the NHS.



Promote the natural environment and capacity to adapt to climate change.



Improve population health through prevention and early intervention, supporting people to live happy and healthy lives



Offer a diverse range of employment opportunities which support people to fulfil their potential



Contribute to global well-being through developing international networks and sharing of expertise



Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh.



Transform our communities through collaboration with people, communities and partners.

Carmarthenshire Public Service Board Well-being Plan 2023-28 - Well-being Objectives

Ensuring a sustainable economy and fair employment	 
Improving well-being and reducing health inequalities	  
Responding to the climate and nature emergencies	 
Tackling poverty and its impacts	 
Helping to create bilingual, safe and diverse communities	 

Ceredigion Public Service Board Well-being Plan 2023-28 - Well-being Objectives

Work together to achieve a sustainable economy that benefits local people and builds on the strengths of Ceredigion.	 
Work together to reduce inequalities in our communities and use social and green solutions to improve physical and mental health.	 
Work together to deliver decarbonisation initiatives within Ceredigion to protect and enhance our natural resources.	 
Work together to enable communities to feel safe and connected and will promote cultural diversity and increase opportunities to use the Welsh language.	  

Pembrokeshire Public Service Board Well-being Plan 2023-28 - Well-being Objectives

Support growth, jobs and prosperity and enable the transition to a more sustainable and greener economy	  
Work with our communities to reduce inequalities and improve well-being	 
Promote and support initiatives to deliver decarbonisation, manage climate adaptation and tackle the nature emergency	 
Enable safe, connected, resourceful and diverse communities	  

4. Demonstrating our Well-being Objectives 2025/26



Early intervention
and prevention

Improve population health through prevention and early intervention, supporting people to live happy and healthy lives

Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh



Environment and
climate change

Promote the natural environment and capacity to adapt to climate change

Plan and deliver services to increase our contribution to low carbon



Workforce planning
and development

Offer a diverse range of employment opportunities which support people to fulfil their potential

Develop a skilled and flexible workforce to meet the changing needs of the NHS



Collaboration,
involvement
and integration

Contribute to global well-being through developing international networks and sharing of expertise

Transform our communities through collaboration with people, communities and partners

Although new objectives have been established for 2026/27 and beyond, this report provides a retrospective review of the objectives in place during 2025/26.

Delivering its well-being objectives has been embedded across the Health Board's work throughout 2025/26. Activity has been aligned to the four themes of early intervention and prevention, environment and climate change, workforce planning and development, and collaboration, involvement and integration. This report has already outlined the strategic decisions underpinning this approach, and during the year these have been translated into coordinated operational delivery across services.

For early intervention and prevention, the 2025/26 Plan demonstrates a continued shift towards improving population health outcomes and reducing demand on acute services. Priority actions include increasing vaccination uptake, expanding access to smoking cessation services, strengthening early access to mental health support, and improving diagnostic capacity to support earlier identification and treatment. These actions are complemented by the ongoing development of community-based models of care and targeted programmes such as women's health hubs and services for children and young people, reflecting a whole system approach to prevention and reducing health inequalities.

The Health Board has also continued to make progress against its environment and climate change objectives, embedding sustainability within core planning and operational delivery. Work during 2025/26 has included progressing decarbonisation actions across estates, procurement and service models, alongside the development and early implementation of a Climate Adaptation Plan to strengthen organisational resilience to climate related risks. These actions support the wider ambition to strengthen organisational resilience and support a low carbon, sustainable health and care system.

Workforce planning and development has been a key priority during 2025/26, with a focus on stabilising and transforming the workforce to meet changing service needs. This includes strengthening retention and wellbeing support and improving workforce planning through integrated planning processes. Alongside this, the Health Board has progressed the development of a Fair Work Charter to support an inclusive and supportive employment offer, and continued engagement

with schools and education partners to promote NHS careers and strengthen future workforce supply.

Collaboration, involvement and integration continue to underpin delivery across all areas. The Health Board has strengthened partnership working with Local Authorities, communities and the third sector, supported by integrated planning arrangements and engagement activity. During 2025/26, this has been evidenced through the strengthening of integrated community networks, and continued co production with communities to support the design and delivery of services that are responsive to local needs.

The following case studies demonstrate how these approaches are being translated into practice and how the Health Board is delivering its well-being objectives during 2025/26.

4.1 Early Intervention and Prevention

StARTing Well: Perinatal Mental Health and Creative Arts Programme



StARTing Well is a collaborative perinatal mental health and creative arts programme developed to support expectant and new parents across West Wales. The initiative brings together Public Health, the Perinatal Mental Health Team, Arts in Health, and community-based artists to deliver a series of structured, creative sessions in community settings.

The programme provides a safe, inclusive space where parents can explore their emotional wellbeing through creative activities such as art-making

alongside facilitated discussions on mental health, attachment, and early relationships. Sessions are designed to reduce stigma, encourage self-expression, and promote positive parent–infant bonding.

The project has been delivered in locations including Llwynhendy, Pembroke Dock, Aberystwyth, Haverfordwest, Cardigan with further rollout planned in additional communities. The approach aligns with the broader Starting Well agenda through its long-term focus on early intervention and prevention. It is preventative in seeking to reduce the escalation of mental health needs, integrated across health, arts and community services, collaborative in its multi-agency delivery, and inclusive in placing the voices and experiences of parents at its centre.

The initiative improved parents' emotional wellbeing and confidence in managing perinatal mental health, reduced isolation through peer support, strengthened parent–baby attachment, and increased awareness of support services. It also benefited staff and services by strengthening cross-sector partnerships, promoting creative approaches to mental health, supporting workforce development in trauma-informed practice, and improving engagement with under-represented families.



Lifestyle Medicine - Abi's Story

The Pembrokeshire Lifestyle Health and Wellbeing Programme is a collaborative initiative that brings together clinicians, public health professionals, community connectors, and local partners to promote healthier lifestyles, using the Lifestyle Medicine approach.

The Programme focuses on supporting individuals and communities to make positive, sustainable changes, such as improving nutrition, increasing physical activity, and improving overall wellbeing by connecting them with local services, resources, and peer support. It aims to empower people to take greater control of their health through a preventative, community-based approach.

This short film, "[Abi's Story](#)," shares a powerful, real-life example of how a whole systems, prevention focused approach to health and wellbeing can transform lives. It follows Abi's journey of improving her health through lifestyle medicine, health coaching and community-based support, highlighting the positive ripple effects on her family and wider community.

Included in this case study, the video brings to life the principles of the WFGA, particularly prevention, collaboration and long-term thinking. It demonstrates how integrating health coaching with community and clinical support can create sustainable improvements in population health and well-being.

Engaging Migrant Communities to Improve Access to Health Services

The Community Development Outreach Team (CDOT) delivered targeted engagement with migrant workers across Aberystwyth to promote access to NHS services and encourage attendance at a free liver health event. The outreach focused on raising awareness of free interpretation and translation services, NHS 111 Option 2, and preventative health checks including liver screening, Human Immunodeficiency Virus (HIV) and blood-borne virus testing.

During 2025/26, engagement took place in trusted community settings including barbershops, food shops, factories, a car wash and an abattoir. Multilingual resources were distributed, including interpretation cards and health information on prostate cancer, diabetes and breast awareness. Conversations were also used to promote World Mental Health Day and encourage open discussions about mental health.



The initiative improved awareness and accessibility of health services among diverse migrant communities, reducing language and knowledge barriers. Engagement led to increased interest in preventative healthcare, with seven Malayalam speakers and one Polish speaker expressing interest in attending the liver health event. Four patients of Indian origin subsequently attended for screening.

The outreach also contributed to early intervention; one individual followed up on prostate advice from previous engagement

and is now receiving cancer treatment. Mental health conversations helped reduce stigma and signposted individuals to appropriate support via NHS 111 Option 2. Staff strengthened relationships with community members and local businesses, building trust and creating opportunities for ongoing engagement.

HARP: Hywel Dda Arts Referral Pathway - Supporting Wellbeing with creativity

The Hywel Dda Arts Referral Pathway (HARP) was developed in response to rising demand on primary care, the need for preventative, person-centred approaches to health and wellbeing and the evidence base of the benefits of the arts for health and wellbeing. The programme supports individuals experiencing chronic conditions, loneliness and anxiety through non-clinical, community-based arts interventions, contributing to a healthier, more equal and more cohesive Wales.

Delivered across the region, HARP provided structured eight-week programmes led by local arts partners. Sessions included creative and social activities alongside opportunities to connect with wider health and wellbeing support. The programme was co-produced with health professionals and community arts partners (Arts Care Gofal Celf, Arts4Wellbeing, People Speak Up, and SPAN Arts), demonstrating strong collaboration and involvement in design and delivery.

Flexible approaches, including transport support, adaptable session formats and inclusive participation options helped reduce barriers to engagement, particularly for those most at risk of isolation. This reflects a long-term and preventative approach, supporting earlier intervention and reducing reliance on clinical services.

HARP delivered clear benefits including improved mental wellbeing, reduced loneliness and stronger social connections. Participants reported increased confidence, renewed motivation and re-engagement in community life.



For some individuals, the intervention was particularly impactful, with one GP noting it “saved her at a point of crisis.” This highlights the value of early intervention and prevention in reducing escalation of need.

The programme also strengthened partnership working between health services and the voluntary and cultural sectors, contributing to a more integrated and sustainable system. Learning from the pilot is informing future roll-out, supporting long-term system change and embedding creative health approaches across HDdUHB.



Health and Wellbeing Month – Collaboration with Pembrokeshire College

In February 2026 a whole month of health and wellbeing events were delivered in collaboration with Pembrokeshire College, focusing on supporting people to live well and the importance of looking after your physical, mental and emotional health and wellbeing to prevent the future development of long-term health conditions.

Events were chosen to coincide with national or global awareness days, covering World Cancer Day, Time to Talk Day, Random Acts of Kindness Day, Children's Mental Health Week, and Student Volunteering Week. Additional areas of focus included Green and Blue Health, Women's Health and Lifestyle and Long-Term Conditions. Organisations and services from across health, local authority and the third sector attended a variety of sessions at the College during the month, including stalls, talks and Question & Answer (Q&A) sessions. Students and staff were targeted with important health messages aimed at supporting them to improve their physical, mental and emotional health for now and the future.

Health services attending during the month included: Diabetes, Respiratory and Heart Failure speciality nursing teams; Cancer Services; Community Development Outreach Team; Lechyd Da; Immunisation and Vaccination Team; Older Adult Mental Health; 111 #2; Future Workforce Team; Smoking Cessation; Be Well Service; Pelvic Health and many more. Over 400 students were targeted directly through talks and Q&A's, with over a thousand additional learners and staff accessing information through the stalls during the month. Feedback from the college highlights examples of huge personal impact for students, including quitting smoking and wishing to pursue a career as a nutritionist.

The events were such a success that discussions are already taking place with the college around repeating next year, however with even more focus on being curriculum based in the future.

4.2 Workforce Planning and Development

Developing our Workforce through Welsh-Medium Apprenticeships

One of our HDdUHB apprentices, Teleri, was recently named runner-up at the B-wbl Apprenticeship Awards for the Inspirational Use of the Welsh Language, recognising a commitment to promoting bilingualism and delivering Welsh-medium care within HDdUHB.

As a Clinical Healthcare Support Apprentice at Glangwili Hospital (GGH), and while studying through the medium of Welsh at Pembrokeshire College, Teleri is an example of how apprenticeship pathways help strengthen workforce sustainability while enhancing patient-centred care. Combining workplace experience with formal education has enabled the development of practical competencies and confidence preparing Teleri to respond effectively to the evolving needs of patients and healthcare services.



A particular strength throughout the apprenticeship has been Teleri's dedication to bilingual healthcare delivery. As a Coleg Cymraeg Cenedlaethol Apprenticeship Ambassador, Teleri actively promoted Welsh-medium learning pathways and supported patients to communicate in their preferred language. This demonstrates a commitment to equitable, inclusive care and the importance of a workforce that can meet the linguistic and cultural needs of communities.

Teleri's journey is an example of how apprenticeship programmes develop a skilled and future-ready workforce, capable of meeting the changing demands of modern healthcare services while promoting the Welsh language and bilingual care across our services.

Developing a Skilled Workforce Through Apprenticeships

Another of our apprentices, Hanna Griffiths, is an example of how apprenticeships are helping to develop a skilled and compassionate workforce. As a Clinical Health Apprentice at Glangwili Hospital, Hanna demonstrated outstanding professionalism and dedication whilst working full-time on a busy dementia ward and studying through Pembrokeshire College.

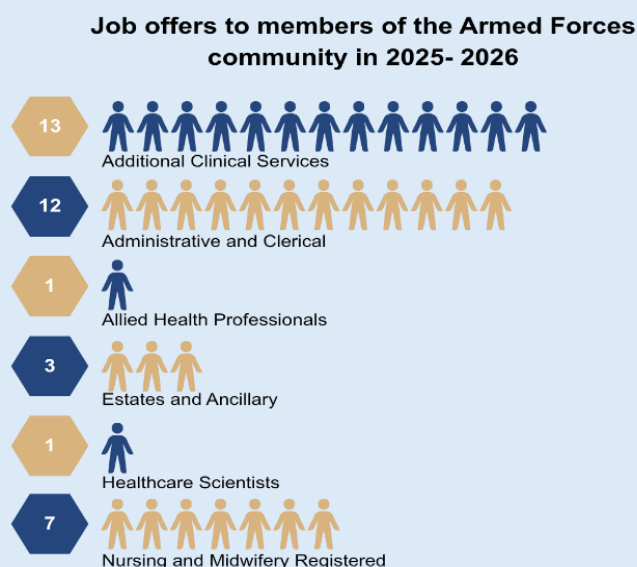
As a first-language Welsh speaker, Hanna plays a vital role in delivering compassionate Welsh-medium care to patients, particularly those living with dementia. Communicating through Welsh helps improve patient comfort and emotional wellbeing, reinforcing the importance of a bilingual workforce. Hanna actively promotes bilingualism amongst colleagues, encouraging confidence in using Welsh across teams and supporting inclusive, patient-centred care.

Hanna's influence extends beyond her daily role. As a Welsh Language Ambassador, she has continuously promoted Welsh-medium and bilingual apprenticeships and her dedication to professional development has also enabled her to secure a place to progress onto Level 4 Nursing studies, further strengthening the future nursing workforce within HDdUHB.

In recognition of her achievements, Hanna won the B-wbl Apprenticeship Awards in the Welsh Language Award category. This achievement reflects Hanna's exceptional commitment to promoting Welsh language skills within healthcare, alongside her passion for providing high-quality patient care.

Supporting the Armed Forces community – HDdUHB as an employer of choice

As a Gold award holder for the Defence Employer Recognition scheme, the Health Board raises awareness of its status as a Forces friendly employer. Our application form includes the question "Are you a member of the Armed Forces Community?" During the shortlisting process, applications from members of the Armed Forces community are highlighted and, if individuals meet the minimum essential criteria for the role, they are guaranteed an interview.



In partnership with the VC Gallery, the Health Board held an information session (online and in person) outlining the opportunities available and the application process for vacancies including the Guaranteed Interview Scheme for the veteran and the Armed Forces community.

Between 1 April 2025 and 31 March 2026, a total of 386 applicants declared that they are a "Member of the armed forces community," an increase by 169 or 78% since 31 March 2025. Of these, 138 or 36% were invited to interview; and 37 or 27% of those who were interviewed were offered roles in the Health Board.

4.3 Environment and Climate Change

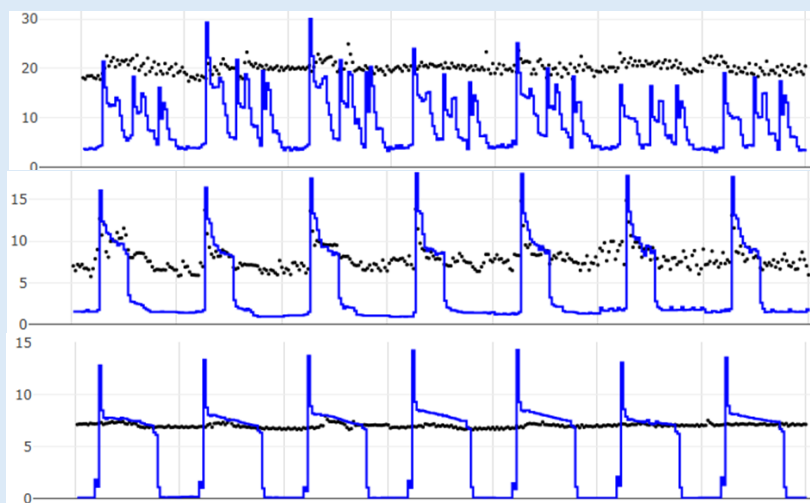
Software to Reduce Waste Gas

In 2025/26 HDdUHB partnered with a software analytics company called kWIQly UK Ltd. kWIQly's software works with HDdUHB's gas supplier, Total Energies Gas & Power, to take in gas consumption data in the form of half-hourly automated meter readings and uses algorithms to display the data in various ways and analyses the buildings' gas consumption to spot any waste.

The software has a large amount of automation, using pattern recognition and machine learning to detect control strategy issues or equipment inefficiencies. For example, significant out-of-hours usage or changes in consumption inconsistent with outside temperature. These anomalies are then flagged automatically, reducing the need for manual analysis, thanks to kWIQly's continuous monitoring of half-hourly meter data.

Since HDdUHB started using the system last year, it alerted both kWIQly and the Health Board to unusually high energy consumption at three small healthcare buildings in Winter 2025/26. It compared the previous years' gas consumption profiles for the buildings and outside temperatures to confirm they were consuming more than they ought to have been.

There had been issues whereby the heating systems had been manually switched on rather than put on timer controls, which can be seen comparing the sites' constant weekly gas kW consumption profiles (in black) against their regular, timed historic weekly kW consumption profiles (blue).



The software detected the issues rapidly and maintenance staff were then able to modify the boilers' controls. Without the software it would have taken much longer to realise the increased consumption and diagnose the issues, by which time more heat, money and carbon dioxide (CO₂e) emissions would have been wasted. This allowed the earlier detection of wasteful gas consumption and heating being left on, which helped keep HDdUHB's buildings at the right temperature providing a better patient and staff environment, for example spotting where heating has been left on overheating the building.

Assuming it would have taken twice as long to fix the issues without the software, it avoided £2,400 in gas bills, freeing up funds for clinical needs which benefit patients. The software also avoided eight tonnes of CO₂e emissions, reducing the Health Board's carbon footprint and contributing towards the Health Board's, NHS Wales', and Welsh Government's decarbonisation targets.

HDdUHB Energy Performance Contract

‘Improving our buildings, cutting carbon and saving on energy costs’

HDdUHB has officially moved into the delivery phase of its second major Energy Performance Contract (EPC), following the award of the contract to Vital Energi in April 2025 and receipt of over £7m of Welsh Government funding from the Wales funding programme.

After extensive planning and project scoping across the 2024/25 and 2025/26 financial years, work is now beginning on six sites as part of a long-term programme to improve the energy performance of our hospitals and healthcare buildings. This work is expected to reduce HDdUHB’s greenhouse gas emissions by more than 700 tonnes of CO₂e annually and deliver energy consumption savings that will repay the Welsh Government’s interest-free loan within the first 10 years.

An Energy Performance Contract is a partnership model used widely across the NHS and public sector to improve how buildings use energy.

Under an EPC:

- Energy efficiency improvements are designed, delivered and performance-guaranteed by a specialist provider
- The Health Board benefits from reduced energy consumption and lower carbon emissions
- Financial savings from reduced energy use help support the investment over time

This EPC supports HDdUHB’s commitment to reducing carbon emissions, improving the resilience of our estate, and using public money more efficiently.

The EPC will introduce a range of energy efficiency and decarbonisation measures across selected sites, including more efficient heating, lighting and ventilation systems, improved controls and energy-efficient infrastructure upgrades.

Staff will benefit from more comfortable and reliable working environments, while patients will benefit from better-performing healthcare buildings that need less maintenance and support safe, high-quality care.

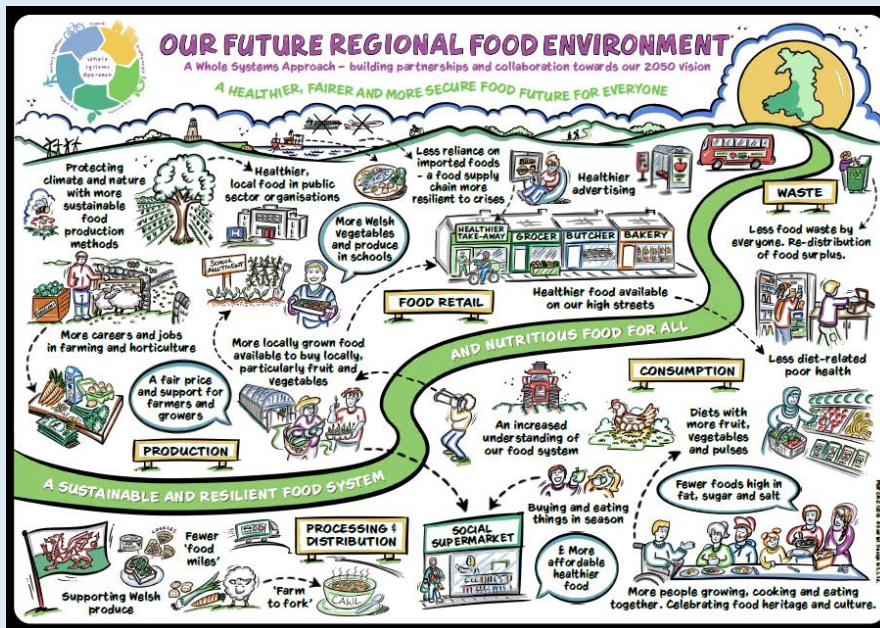
The programme has now entered the capital delivery phase. Work will be coordinated carefully across sites to minimise disruption. Work on this phase is expected to finish in 2027, and planning for a second phase to make further improvements will begin in the meantime.

4.4 Collaboration, Involvement, and Integration

Regional Whole Systems Approach to healthy weight

An example of how a new way of working is helping to strengthen alignment between the Health Board’s and the PSBs Well-being Plan Objectives is our regional Whole Systems Approach (WSA) to healthy weight. This approach represents an ambitious and long-term commitment to improving the structural and environmental conditions for healthy weight and mitigating against inequalities, built on collaboration and a regional shared vision across Hywel Dda and Swansea Bay University Health Board (SBUHB) areas. Following ongoing active engagement and participatory workshops during Autumn 2024, the five PSBs across the region identified Access to Food as a priority area of focus reflecting the role that the affordability and accessibility of healthy and unhealthy food have in determining the opportunities within our communities for people to achieve good health and wellbeing.

In March 2026, the WSA to healthy weight team brought together members of all three PSBs across HDdUHB to narrow the focus within the broad priority of access to food. Public service food procurement was agreed as the shared area of focus for collaboration across the HDdUHB PSBs,



mirroring the decision made by the SBUHB PSBs in October 2025. This demonstrates a shared commitment to delivering our 2050 vision of a sustainable and resilient food system with nutritious food for all.

This collaborative regional work across Hywel Dda and Swansea Bay University Health Boards areas to support both Directors of Public Health and through them, the five Public Services Boards (PSBs) in

Carmarthenshire, Ceredigion, Pembrokeshire, Swansea, and Neath Port Talbot demonstrates integration across organisational boundaries and a commitment to delivering meaningful, system-wide change.

The WSA to healthy weight work comes under the Leadership & Enabling Change theme of the national Healthy Weight, Healthy Wales Strategy (2019). Further information on the Healthy Weight, Healthy Wales strategy can be found [here](#).

From insight to Action: Embedding Nature-based Well-being in Social Prescribing



The Nature Leadership Programme delivered by James Moore, Centre for Social Innovation, is a two-day development intervention supported by coaching and action learning,

designed to build confidence and capability in using nature-based approaches to improving well-being. Following successful delivery for the Carmarthenshire Social Prescribing Team, it combines practical tools, reflective learning, and leadership development to help participants integrate nature into everyday practice.

A mixed-methods evaluation approach is used, including pre and post programme self-assessment across eighteen indicators and qualitative feedback. This enabled insights into both measurable changes in confidence and the lived experience of participants.

The programme led to a 34% measurable increase in confidence and capability, with an average improvement of over 1.7 points on a 5-point scale. The Team reported feeling more confident to lead well-being activities and integrate nature into patient support. One participant reflected: *"I am now inspired and excited to start a new nature-based group with my patients."*

Participants also described immediate changes in practice, including facilitating well-being walks and holding walking appointments: *"I did a walking 1:1 meeting today"* and *"I have facilitated a wellbeing walk and will arrange another soon."*

The programme also strengthened personal well-being and resilience. The team highlighted that nature-based approaches are “a tool to help people open up but also for calming and resetting for myself” and recognised “how easy it is to find and explore wellbeing through nature.”

Importantly, they also identified their role in building community well-being: “I will be championing this training... and supporting others to build community through nature.”

Overall, the programme has supported a shift towards more preventative, asset-based approaches in social prescribing, benefiting both colleagues and patients through increased confidence, improved wellbeing, and expanded access to nature-based interventions. James continues to deliver this intervention to teams and groups within the Health Board and partner organisations.



Transforming Tyisha



Transforming Tyisha is a multi-agency, place-based initiative addressing deprivation in the Tyisha ward of Carmarthenshire, where challenges include poor health, low income and community safety concerns.

Since 2019, a dedicated team has delivered coordinated action across housing, environment, community safety and health. The project uses an asset-based community

development approach, actively involving residents and building local capacity.

A key strength of Transforming Tyisha is strong partnership working across multiple organisations and sectors including Public Health teams. A multi-disciplinary team, including housing, environmental health, community safety and project development roles, works collaboratively to address the wider determinants of health.

Partnership delivery is further strengthened through:

- Joint working with community groups and residents
- Coordinated Local Authority services and shared intelligence
- External funding partnerships (e.g. Community Renewal Fund, Shared Prosperity Fund)
- A shared commitment to improving outcomes through collective action



This collaborative approach has been critical in driving sustainable change and ensuring services are aligned to community needs. Key actions include:

- Improvements to housing, public spaces and community facilities
- Crime prevention and safety initiatives
- Community engagement and volunteering
- Preventative health programmes (e.g. physical activity, healthy eating, outreach, immunisations)

The project has led to measurable improvements in crime levels, community cohesion, environmental quality and resident engagement:

- Community safety: 35% reduction in crime (2023)
- Perception of safety: Increase in residents reporting they feel safe in their community
- Environment: Improved satisfaction with local cleanliness and maintenance
- Community engagement: Increased number of volunteers and community champions
- Housing: Number of quality homes delivered through regeneration activity
- Uptake of local health initiatives and participation in community activities

Transforming Tyisha highlights how integrated, community-led approaches can improve wellbeing and reduce health inequalities in disadvantaged areas.



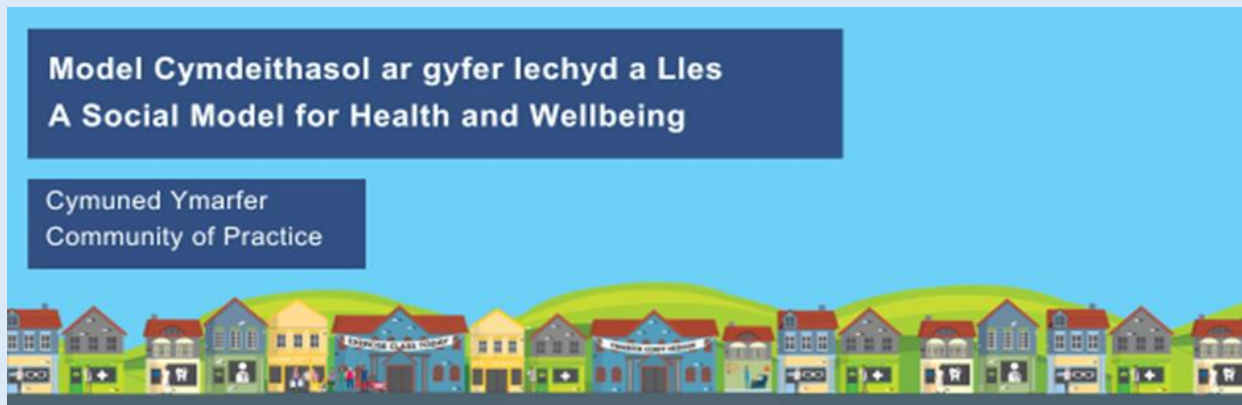
Pembrokeshire Peninsula

The Pembrokeshire Peninsula work brings together communities, HDdUHB and local partners including Pembrokeshire County Council and Pembrokeshire Association of Voluntary Services to develop a sustainable, place-based approach to health, care and wellbeing across the St Davids Peninsula.

This work has been shaped by the unique challenges of delivering services in a rural and geographically dispersed area, alongside recent pressures affecting local GP provision. Through collaborative working, the programme is supporting the development of integrated, community-focused solutions that aim to improve access, strengthen resilience within primary care, and better meet the needs of the local population.

Looking ahead, this partnership approach provides a strong foundation for continued innovation, with opportunities to further develop multidisciplinary models of care, enhance prevention and wellbeing activity, and build services that are responsive to both current and future population needs.





Social Model for Health and Wellbeing Community of Practice.

The Social Model for Health and Wellbeing Community of Practice (CoP), established in 2025, provides a regional, cross sector platform to support shared learning, good practice and opportunities in relation to preventative, community-focused approaches to health and well-being. Grounded in the SMfHW Charter and aligned to AHMWW, the CoP brings together over 100 members from health, Local Authorities, third sector organisations and community groups.

The CoP promotes and enables strong cross-sector working, knowledge sharing and better awareness of and connection across programmes. It is instrumental in supporting practical implementation of a SMfHW through quarterly meetings, knowledge exchange and showcasing innovation. Presentations on innovative approaches such as community led and owned enterprises, nature-based wellbeing and leadership initiatives, community transformations projects and arts in health can strengthen momentum and confidence in understanding and applying SMfHW principles in practice. Members actively shape the agenda reinforcing the CoP's inclusive and co-productive ethos.

A structured monitoring framework tracks engagement, representation and outcomes, evidencing increased collaboration and shared working across organisational boundaries. A bilingual CoP Handbook further supports consistency, governance and learning. Recent qualitative evaluation reflected that members agreed over the value of the group. It also gave suggestions for improvement through increased reach and impact.

The CoP has strengthened system-wide relationships and showcased more integrated, preventative approaches to health and wellbeing. By promoting and showcasing collaboration and co-production with communities, it will contribute to addressing the wider determinants of health and reducing inequalities. Increased knowledge sharing has supported staff to adopt new approaches and connect with partners, as well as accessing opportunities. Overall, the CoP is contributing to regional efforts to embed a Social Model for Health and Wellbeing for the benefit of individuals and their communities.

5. Next steps

During 2025/26, we continued to embed the principles of the WFGA across strategic planning and service delivery. Through a strong focus on prevention, workforce development, environmental sustainability, and partnership working, the Health Board has demonstrated its commitment to improving health and well-being, reducing inequalities, and creating sustainable services for future generations.

As we move into 2026/27, the Health Board will focus on delivering its refreshed Well-being Objectives, embedding the 20four7 Prevention Model and Social Model for Health and Well-being, and continuing to reduce health inequalities through prevention and early intervention. We will strengthen collaboration with communities and partners, support workforce transformation and wellbeing, and progress our decarbonisation and climate adaptation programmes.

Through continued engagement, learning and evaluation, we will ensure that the principles of the Act remain at the heart of decision-making, helping to improve outcomes for current and future generations.

Acknowledgement

This report was developed through the contributions of colleagues from across HDdUHB and partner organisations. We would like to thank all those who provided information, case studies and examples of good practice which have informed and shaped this report.

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