

**PWYLLGOR STRATEGAETH A CHYNLLUNIO
STRATEGY AND PLANNING COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 February 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Hywel Dda University Health Board Well-being Objectives Review
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Dr Ardiana Gjini, Executive Director of Public Health
SWYDDOG ADRODD: REPORTING OFFICER:	Trina Nealon, Head of Population Health Improvement and Wellbeing/Principal Public Health Practitioner 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 (WBoFG) (Wales) Act 2015 (the Act) came into effect on 1 April 2016 and aiming to improve the social, economic, environmental and cultural well-being of Wales. Hywel Dda University Health Board (HDdUHB) established Well-being Objectives to demonstrate progress towards achieving the seven well-being goals and 'five ways of working' outlined in the Act.

The objectives have been reviewed in line with the long-term Strategy Refresh. The updated HDdUHB Well-being Objectives were endorsed by the Staff Partnership Forum (SPF) on 20 January 2026 and approved by the Formal Executive Team on 4 February 2026, noting their alignment with the refreshed Long-Term Strategy, the Public Service Board's (PSB's) Well-being Plans, and other strategic objectives.

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)

Figure A: Seven Well-being Goals and Five ways of working



Source: *Well-being of Future Generations (Wales) Act. 2025, Welsh Government*

HDdUHB first established its Well-being Objectives in 2017 to demonstrate progress towards the seven well-being goals and the ‘five ways of working’ set out in the Act. In 2019, these objectives were refreshed and updated to align with the Health Board’s strategic aims, supporting long-term goals outlined in the strategy *A Healthier Mid and West Wales (AHMWW): Our Future Generations Living Well* (HDdUHB, 2019).

On the Act’s tenth anniversary, Welsh Government published the *Future Generations Report 2025*. While acknowledging that public bodies have adopted well-being objectives, the report 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.*”

In line with HDdUHB’s intention to refresh its Well-being Objectives, the Auditor General for Wales’ Structured Assessment 2024 also recommended that the Health Board review these objectives during its long-term Strategy Refresh to ensure alignment between strategic priorities and well-being objectives.

Under the Act, public bodies are required to seek consensus or compromise with Trade Unions when setting well-being objectives. Additionally, the Social Partnership and Public Procurement (Wales) Act 2023 introduced a Social Partnership Duty, requiring public bodies to consult and reach agreement with Trade Unions when making strategic decisions, including those relating to well-being objectives.

In response to these requirements and the changing strategic landscape, members of the Public Health Directorate, working in partnership with Trade Union Chairs, undertook a review and update of HDdUHB’s Well-being Objectives. This process aimed to ensure the objectives remain aligned with the Health Board’s values and priorities, and continue to be relevant to the organisation, its workforce, and the communities it serves.

Asesiad / Assessment

HDdUHB’s Well-being Objectives had not been updated since their agreement in 2019. A review of the objectives has been conducted by members of the Public Health Directorate alongside Trade Union representatives to build on the previous objectives and ensure they continue to meet the goals of the Act whilst aligning to annual planning objectives, and a changing strategic context.

The review and redrafting process was informed by several key elements. These included findings from a stakeholder consultation with individuals and teams across the Health Board, as well as feedback from an MS Teams staff survey promoted via Viva Engage. The process also

considered HDdUHB's response to the Well-being of Future Generations Act Self-Evaluation (October 2024) and incorporated recommendations from the Future Generations Commissioner's Report 2025, the Health Board's response to that report, and the subsequent pledge made.

The process also ensured that the proposed objectives align with the Health Board's strategic and long-term priorities. This included collaboration with the Transformation Programme Office to ensure alignment with the refreshed Long-Term Strategy and its goals. The objectives also align with the current well-being plans of our PSBs and are illustrated on Appendix A and detailed below:

- The review found that the ethos and themes of the current Well-being Objectives remained highly relevant, although updates were necessary to reflect current Health Board aims, delivery capacity, and need to reflect HDdUHB commitment to embedding the Social Model for Health and Well-Being (SMfHW)
- Addressing health inequalities and supporting individuals to achieve their best well-being
- Emphasise prevention and long-term approaches
- Reflect organisational commitment to innovation and improvement
- Focus on staff well-being and inclusion, and workforce development
- Whole-organisation approach to climate risk and resilience
- Recognise cultural well-being, Welsh language, and arts as vital preventive assets

The findings demonstrated strong alignment with the recommendations set out in the Future Generations Report 2025. There was also a consistent call for all objectives to remain clear and actionable, avoiding technical terminology where possible.

While the 4 themes of *Workforce Planning and Development*, *Collaboration*, *Involvement and Integration*, *Early Intervention and Prevention*, and *Environment and Climate Change* have remained the same, there have been amendments to the eight supporting objectives. Appendix B lists the previous and updated objectives under the four themes. The 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.

The following proposed Well-being Objectives have been agreed by Trade Union representatives and Health Board stakeholders.

The proposed new Well-being Objectives are:

1. Deliver plans that increase our contribution to a low carbon future
2. Strengthen resilience by planning for and adapting to climate change
3. 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
4. Create an inclusive culture where every voice matters, individual needs are considered and staff well-being is promoted and supported
5. Foster a learning culture by sharing knowledge and applying new ways of working that enhance local and global well-being
6. Work with partners and communities to nurture and support everyone to achieve their best well-being
7. 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

8. Develop initiatives that build social connections and promote culture and the Welsh language as assets to support people's overall well-being

Argymhelliad / Recommendation

The Committee is asked to:

- **RECOMMEND** the updated HDdUHB Well-being Objectives for onward approval by the Board on 26 March 2026.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	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.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	4. Efficient
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
Amcanion Cynllunio Planning Objectives	10 Population health
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Well-being of Future Generations (Wales) Act 2015 Social Partnership and Public Procurement (Wales) Act 2023.
Rhestr Termiau:	Contained within the body of the report

Glossary of Terms:	
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee	Staff Partnership Forum, 20 January 2026 Formal Executive Team 4 February 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:	Inclusion and engagement and improving the well-being of the population is at the forefront of the 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.
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 requirement for HDdUHB to set and review its Well-being Objectives to align with and contribute to Public Service Board Well-being Plans.

Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	A More Equal Wales is a key national goal under the Act and the objectives highlights how HDdUHB is contributing to this.