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Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>26 September 2019</b>	<b>Agenda Item</b>	<b>3.3</b>
<b>Report Title</b>	Embedding the Well-being of Future Generations (Wales) 2015 Act across the Health Board		
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<b>Report Sponsor</b>	Siân Harrop-Griffiths, Director of Strategy Sandra Husbands, Director of Public Health		
<b>Presented by</b>	Siân Harrop-Griffiths, Director of Strategy		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	This paper provides an update and recommendations for next steps following the Board Development session on the implementation of the Well-being of Future Generations (Wales) Act 2015, which was held on the 22 <sup>nd</sup> May 2019.		
<b>Key Issues</b>	<p>In May 2019, a Board Development Session was held to consider how the Health Board could embed the sustainable development principle, and the principles of the Act, in our thinking and actions through all that the organisation does. This provided the Health Board with the opportunity to showcase some of the good work that we are progressing, for example, on Green Infrastructure, Procurement and Early Years.</p> <p>The Future Generations Commissioner was in attendance and provided some challenges to the organisation in terms of 'How well do the Health Boards well-being objectives align with the goals of the Act?' and 'How well are we delivering against the well-being objectives?' The commissioner made it clear that Public Bodies needed to clearly demonstrate that the Five Ways of Working are integrated in our business processes and aligned with explicit well-being objectives, which are mapped to those of the Act. The Commissioner set out that the Health Board needs to commit to 'owning its ambition' in meeting our well-being objectives and embedding the Five Ways of Working.</p>		
<b>Specific Action Required</b> <i>(please choose one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<b>Approval</b>	<input type="checkbox"/>	

<b>Recommendations</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• <b>NOTE</b> the Health Board's progress on embedding the Well-Being of Future Generations (Wales) Act 2015 to date</li> <li>• <b>NOTE</b> the Commissioner's challenge to the Health Board on how we are embedding the act across the organisation</li> <li>• <b>CONSIDER</b> the proposals to address the Commissioner's challenge and the discussion at the Board Development Session</li> </ul>
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# **EMBEDDING THE WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ACROSS THE HEALTH BOARD**

## **1. INTRODUCTION**

This paper provides an update to the Board on the proposed next steps following on from the recent Board Development session on the implementation of the Well-being of Future Generations (Wales) Act 2015.

## **2. BACKGROUND**

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. It makes public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future.

Part 2 of the Act places a duty on public bodies to carry out sustainable development, including:

- setting and publishing well-being objectives that are designed to maximise its contribution to achieving each of the well-being goals
- taking all reasonable steps (in exercising its functions) to meet those objectives

The Future Generations Commissioner is currently reviewing the progress of statutory organisations across Wales in implementing their well-being objectives. The Health Board along with other statutory bodies submitted a detailed Reflection Tool measuring our progress in 2017/18 against the objectives and the five ways of working. The publication of the All Wales reflection tool report reviewing progress of all statutory organisations in Wales by the Commissioner is expected imminently.

The Health Board has also undertaken a more detailed journey checker - the “Simple Changes Grid” developed by the Commissioner to track progress against the 82 objectives. The purpose of this assessment is to measure how public bodies have embedded the Act within their organisations. This has been submitted to the Commissioner, and whilst detailed feedback was expected in August 2019 this has not yet been received.

In line with Section 15 of the Act, the Wales Audit Office is currently examining all 44 public bodies to assess the extent to which they have acted in accordance with the sustainable development principle in one area of the organisation. Swansea Bay UHB has chosen the area of green growth for the purpose of this audit. Two workshops are being held in July and August with relevant staff and the Wales Audit Office to examine how we have embedded the Act into our green growth work as follows:

- applying the Sustainable Development principle and the five ways of working to do things differently and deliver change;

- applying/embedding the SD principle throughout its core arrangements and processes, and
- involving/working with its citizens and stakeholders to deliver its well-being

In May 2019, the Health Board organised a Board Development Session to consider how we embed the sustainable development principle and other principles of the Act in our thinking and actions as a Board and through all that the organisation does. This provided the Health Board with the opportunity to showcase some of the good work that we are progressing on, for example, Green Infrastructure, Procurement and Early Years, but also an opportunity for the Board to consider how we would want to make further progress.

Attached at **Appendix 1** is a short progress report on embedding the Sustainable Development Principle within the Health Board.

The Future Generations Commissioner was in attendance and provided some challenges to the organisation in terms of 'How well do the Health Boards well-being objectives align with the goals of the Act?' and 'How well are we delivering against the well-being objectives?' The commissioner made it clear that Public Bodies needed to clearly demonstrate that the Five Ways of Working are integrated in our business processes and aligned with explicit well-being objectives, which are mapped to those of the Act. The Commissioner set out that the Health Board needs to commit to 'owning its ambition' in meeting our well-being objectives and embedding the Five Ways of Working. In so doing, the Health Board will also significantly improve staff and patient experience.

### 3. ASSESSMENT

In addition to working with its statutory partners and other stakeholders to develop Well-being Plans through Public Services Boards the Health Board also has a statutory requirement to publish its own well-being objectives. It must clearly set out its well-being objectives and the steps we are taking to meet them, including how the five ways of working and seven national well-being goals have been used to inform the setting of the objectives and steps. The well-being objectives for the Health Board were reviewed as part of the development of the Organisational Strategy and agreed as:

- Giving every child the best start in life
- Connecting communities with services and facilities
- Maintaining health, independence and resilience of individuals, communities and families

The Commissioner questioned whether the Health Board's three well-being objectives map directly to the seven well-being goals of the Act, with an apparent lack of emphasis on environment, culture (including promotion of Welsh language) and global impact. In considering the challenges posed by the Commissioner the Health Board has agreed that it will develop a high-level framework for addressing the requirements of the Act through a systematic approach in planning, reporting and cultural change, across the organisation and into our partner relationships. In particular the Health

Board will take proactive steps to work with our Local Authority and Third Sector partners to increase resilience in our communities through innovative service improvements such as the Neighbourhood Approach. We will engage with communities, patients and service users through co-production to ensure that our services meet local needs.

We have set out below our proposal to respond to the comments made by the Commissioner, and the subsequent Board discussion.

### **3.1 PLANNING BETTER**

The Health Board will review how our well-being objectives demonstrate the contribution of our objectives to all seven of those of the Act. If we identify gaps we will consider how we review our well-being objectives to close those gaps. We will reflect the work we are doing more effectively in our Annual Report, in collaboration with others and will work to align our reporting, corporate planning and senior leadership awareness while highlighting the innovative work being undertaken across the organisation and “tell the story” more effectively.

- We will establish a Sustainable Development Group to oversee implementation of the Act which will be chaired by the Executive Director of Strategy, with the Director/Deputy of Public Health acting as Vice-Chair. This Group will incorporate the functions currently covered by the Environment Committee and report to the Executive Board/Senior Leadership Team.
- We will consider our objectives in our corporate planning processes and link to our Clinical Services Plan and Integrated Medium Term Plan to embed the Sustainable Development Principle within our service delivery plans.
- Our IMTP (and Clinical Services Plan) will need to move to be able to more clearly articulate how we are meeting our well-being objectives.
- All of our plans and business cases will need to demonstrate how we are meeting the Sustainable Development principle and the five ways of working.

### **3.2 REPORTING BETTER**

As a public sector organisation the Health Board’s accountability is broader than just reporting on NHS measures. We recognise that the current National Level Indicators on well-being do not align directly with the NHS monitoring framework. This challenges us to identify new ways of monitoring our performance across a broader range of indicators including the seven Well-being Objectives, the Five Ways of Working and adopting ‘Simple Changes’.

- We have recently incorporated Public Health Measures in our Performance Reports, and we will look at new ways of capturing our performance reporting across all service areas, to ensure alignment with the Performance Management Framework once developed.
- We will use/develop our well-being measures more systematically to identify areas of best practice and target interventions at identified areas of additional support.
- We will need to further develop new ways of reporting to incorporate both in our Performance Reports to Board, Annual Report and other documents, for

example on “preventative spend”, and how we can demonstrate the shift in resources to help us become more sustainable.

- We will ensure that our internal Performance Reviews have a clear focus on how we are all responding to the Act.

### 3.3 CHANGING CULTURE

The Act is not just about meeting statutory requirements, it is about improving all that we do across all of our services and departments. It clearly reflects our Purpose: “Together, improving wellbeing and healthcare for all”; and our dual responsibilities as an organisation: Supporting Better Health and Delivering Better Care.

We recognise that in order to do this we need to embed cultural and behavioural change at all levels. We will develop an innovative ‘ground up’ culture, based on the Public Health Wales NHS Trust approach of “Embed the Change” which encourages and supports our people to work in ways that increase well-being as a core aim of the organisation.

- Through the provision of knowledge and skills transfer we will support frontline teams to enable the adoption of approaches that increase well-being more broadly across the sector.
- We will develop an approach to enable “Embed the Change” equivalent to be progressed across the Health Board, through using Executive level leadership and Champions.
- Our Executive Board will lead on aligning our corporate goals with our revised well-being objectives. We will scrutinise and challenge our work programmes against the Sustainable Development Principle and Five Ways of Working.
- Where possible we will utilise the tools and processes developed by the Commissioner’s Office to underpin and support local delivery of the Act.
- We will promote the Act through our digital platform, showcasing and celebrating our work on adopting the ‘Simple Changes’, and will develop an intranet and internet page focused on the Act.
- We will seek to identify two key themes at a time which we can focus on to make a difference to our population, patients and staff. In the first instance this is likely to focus on sustainable travel, plus one further area, which we will seek views on from staff.

We will consider how to progress the proposals set out above within the resources available to the Health Board, seeking to work with partner organisations where possible and appropriate to support this.

## 4. RECOMMENDATIONS

Members are asked to:

- **NOTE** the Health Board’s progress on embedding the Well-Being of Future Generations (Wales) Act 2015 to date
- **NOTE** the Commissioner’s challenge to the Health Board on how we are embedding the act across the organisation

- **CONSIDER** the Health Board's proposals to address the Commissioner's challenge and the discussion at the Board Development Session.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
The actions and recommendations outlined in the report support better partnership working and long term planning which will improve outcomes for patients.		
<b>Financial Implications</b>		
The recommendations made are not associated with any financial implications. Board Members are not being asked to consider or approve any financial assumptions.		
<b>Legal Implications (including equality and diversity assessment)</b>		
As part of the engagement process an equality impact assessment will need to be developed which will highlight and disproportionate effects on protected characteristic groups and the engagement document will include any necessary mitigations in this regard.		
<b>Staffing Implications</b>		
There are no staffing implications associated with this report or the plans outlined within it.		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
The actions and recommendations outlined in the report support the five ways of working outlined in the Act, with the Health Board actively identifying improved ways of working to support its longer term strategic vision.		
<b>Report History</b>	No previous reports have been bought before Board Members on this.	
<b>Appendices</b>	Appendix 1 - Progress Report – Embedding the Sustainable Development Principle.	



## Appendix 1

### Progress Report – Embedding the Sustainable Development Principle

Service Area	Progress Against Sustainable Development Principle
Procurement	<ul style="list-style-type: none"> <li>• All frontline Procurement staff have received Sustainable Procurement training</li> <li>• Procurement services has created a sustainable procurement portal which is open access for suppliers, customers and staff</li> <li>• Documentation has been standardised to demonstrate how the act has been considered in the context of contracts</li> <li>• T&amp;C's have been updated to require suppliers to work with the HB to deliver against the requirements of the Act</li> <li>• Standard ESPD (European Single Procurement Document) templates for assessing suppliers have been updated to include questions on the Act</li> <li>• Sustainable procurement, including the WBFGA is discussed at all supplier meetings as part of our standard supplier meeting template</li> </ul>
Adverse Childhood Experiences	<ul style="list-style-type: none"> <li>• Designing services that incorporate ways of working that lead to increased well-being. Under the Healthy Child Wales Programme [WG, 2016] these will be assessed for in the home, by the Health Visitor via the FRAIT</li> <li>• Health Visitors have undertaken training</li> <li>• Pilot being undertaken in Swansea</li> <li>• Currently working directly with WG ACE Hub colleagues to set up bespoke national School Nurse training</li> </ul>
Safe & Resilient Communities	<ul style="list-style-type: none"> <li>• Working WITH communities in a neighbourhood area to “Build on what is Strong Not What is Wrong”</li> <li>• Pilot being undertaken in two place based areas in NPT               <ul style="list-style-type: none"> <li>➤ Briton Ferry &amp; Melyn</li> <li>➤ Upper Amman Valley (Cwmllynfell, Rhiwfawr, Gwaun Cae Gurwen &amp; Brynamman)</li> </ul> </li> <li>• Planned via an Asset Based approach</li> </ul>

Service Area	Progress Against Sustainable Development Principle
Green Growth	<ul style="list-style-type: none"> <li>• The Health Board is using its environment to improve physical and mental health. There is untapped potential to link the green space resource to primary care, social care and community development Collaboration with National Botanical Gardens of Wales, Natural Resources Wales, Swansea University to promote health through increased access to Nature</li> <li>• “Biophilic Wales” using 40 sites within the Swansea Bay Health Board estate as focal points for community co-developed green infrastructure projects</li> <li>• “Growing The Future” project developed with the National Botanic Garden of Wales, saw the planting display of a “wellbeing garden” for RHS Cardiff (April 2019 ) which will be replicated at Morriston Hospital</li> <li>• Continued Wildflower Planting – for the promotion of Pollinators insects and increased use of indigenous species</li> <li>• Successful funding bid from the WG Communities Rural Development Programme 2014 -20 for a “Biophilic Wales”, which will develop 40 sites within the Health Board estate as focal points for community co-developed green infrastructure projects</li> <li>• Glanrhyd Hospital was the first Hospital in Wales to achieve the Green Flag Award and only the second in the UK</li> <li>• Glanrhyd Hospital Welsh Heritage Orchard</li> <li>• ABMU collaborated with “Wild Spirit Bushcraft” and Welsh Government to plant 20 Welsh rare heritage (Apple, Pear and Plum) trees on site</li> </ul>
Partnership Working	<ul style="list-style-type: none"> <li>• The Health Board is a key member of the West Glamorgan Regional Partnership Board, the Swansea Public Service Board, Neath Port Talbot Public Service Board and the ARCH Programme.</li> <li>• In order to better align the Health Board’s approach, the well-being objectives of these plans have been mapped to the health boards well-being objectives.</li> <li>• Each of the projects within the West Glamorgan programme have to demonstrate how they are ensuring the 5 ways of working are being delivered.</li> </ul>

Service Area	Progress Against Sustainable Development Principle
	<ul style="list-style-type: none"> <li>Strong partnership arrangements have been cultivated with key local agencies to successfully deliver seamless and sustainable services across health and social care and in the promotion and improvement in well-being for the people of the area.</li> </ul>