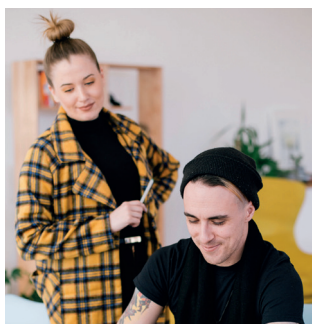
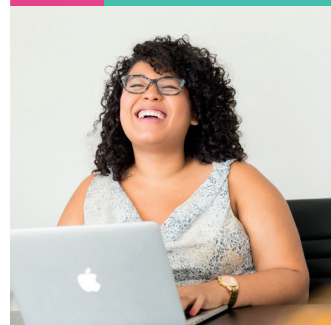




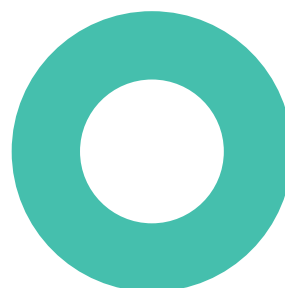
# Working to achieve a healthier future for Wales

Our Strategic Equality Plan  
and Objectives 2020 – 2024



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Wales



## Introduction by the Chair and Chief Executive

Welcome to our strategic equality plan and objectives for the next four years and thank you to everyone who took the time to contribute their ideas, thoughts and comments. We now have a much better idea of how you would like to work with us in the future and more importantly the progress you expect us to make.

We acknowledge the inequalities faced by some groups and communities in Wales and we are determined to do what we can to challenge this. We will continue to work with others to build more cohesive communities across Wales and involve people who reflect the diversity of our communities. Our next step will be to set up a Stakeholder Reference Group to inform and develop our work.

Promoting fairness has a vital place in our work to protect and improve health and well-being and reduce inequalities for everyone in Wales, particularly in improving access and experience for individuals and groups that have protection from discrimination under the Equality Act 2010. Our plan will help us to make sure that our decisions are fair and that we maximise our contribution to achieving a more equal Wales. As part of this work we will continue to make sure that we use every opportunity to embrace the Welsh Language and promote the rich cultural identity of Wales. We will also link our Strategic Equality Plan with our organisational plan and People Strategy, to ensure we are able to deliver on our strategic equality objectives, and build on existing work to create an inclusive organisation where everyone can reach their full potential.

Our Strategic Equality Plan was developed in full consultation with our staff, as well as community groups and members of the public. Following the consultation, the plan was reviewed and signed off by our Executive Team and Board Committee, but publication has been delayed due to the organisation being at the centre of the COVID-19 pandemic response in Wales.

The pandemic has presented us with many challenges, particularly in terms of equality. Evidence has shown that certain groups of the population, such as people from Black, Asian and Minority Ethnic (BAME) communities, are disproportionately negatively affected by COVID-19. Other factors include age, sex, comorbidities and socio-economic reasons.

In addition to the issues COVID-19 has presented to us, we also acknowledge the events around the Black Lives Matter Movement. Our organisation is proud to support this and have already committed to a number of actions within our SEP to address the inequalities identified with the assistance of those with whom we have consulted on the development of the plan.



In June, Professor Emmanuel Ogbonna who Chairs the First Minister's BAME COVID-19 Socioeconomic Subgroup produced a report on the impacts of COVID-19 on BAME Communities. The report included a number of recommendations to address the inequalities, which include Apprenticeship schemes, Public Appointments, improved data collection, employment, setting up BAME Networks and using the personal Risk Assessment tool that was also developed and made available by the Subgroup in June. Some of these actions are already in place in our organisation, those which are not, have been covered in the detailed action plan which underpins our SEP.

The pandemic has also highlighted to us that there are different, more agile ways of working which offer opportunities for more flexibility.

Publishing our plan and our equality objectives is key to our ability to keep listening and responding to the expert knowledge held within the voluntary and community sectors. Our success will be measured by the contribution we make to improving the health and well-being of communities at a local and national level and supporting other public sector partners to meet the needs of the population.

We recognise that we can always do more and if you think you can help us we would like to hear from you.

Jan Williams, Chair

Tracey Cooper,  
Chief Executive

# Our Strategic Equality Objectives for 2020-2024 are:

## Objective 1: Understand and advocate for diversity and inclusion

We will ensure a safe, inclusive environment where staff understand diversity and inclusion enabling them to develop, thrive and reach their full potential, and where all staff will be able to advocate for diversity and inclusion in the course of their work.

## Objective 2: Attract, recruit, retain and develop our staff

We will improve the recruitment, retention, progression and development of the staff employed by Public Health Wales so that the diversity mix of our workforce and Board reflects the diversity of Wales and the unique skills and experience they bring.

## Objective 3: Fair pay

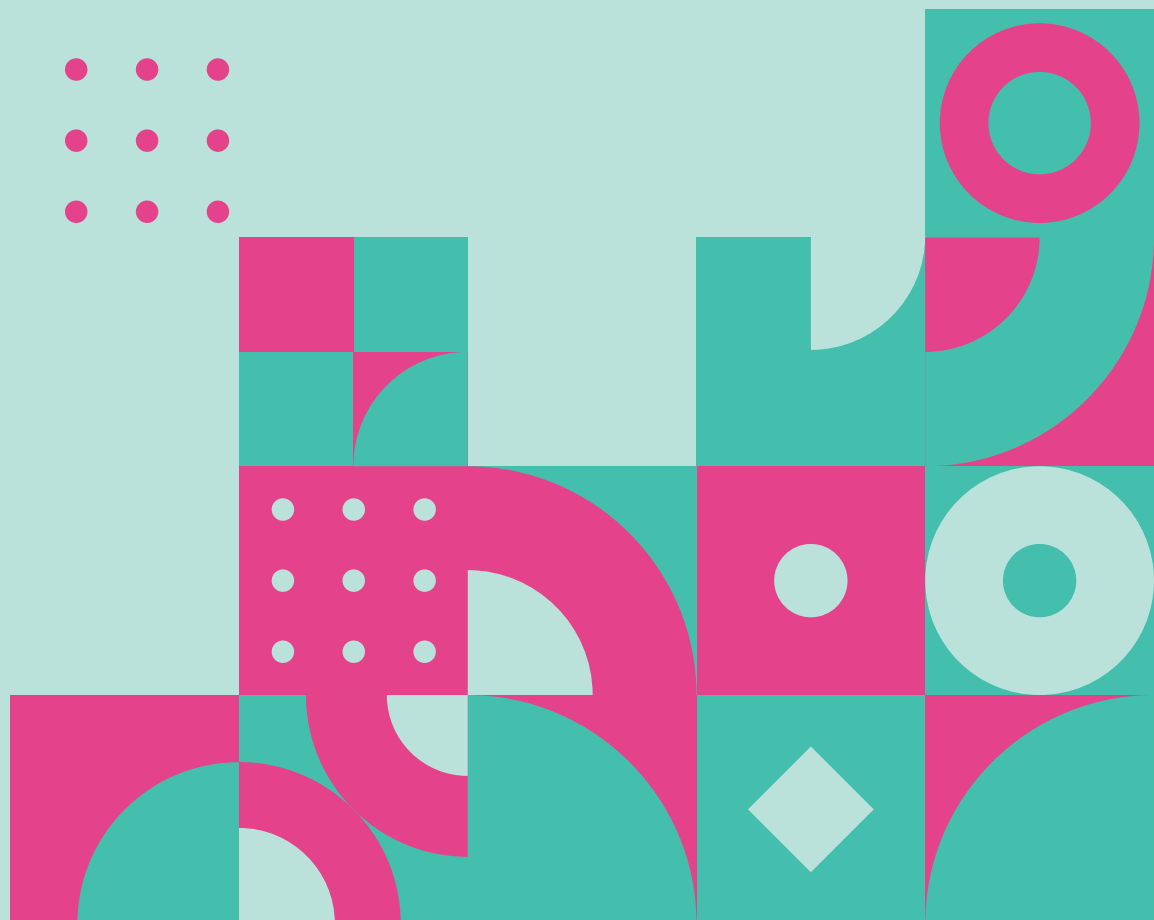
We will be a fair employer, and will identify our pay gaps for each protected characteristic. We will endeavour to halve the pay gaps for Gender, Ethnicity and Disability within the next four years.

## Objective 4: Access to services and our environment

We will ensure that our services, and the buildings we use, are accessible and capable of responding to the different and changing needs of the people who use our services /citizens.

## Objective 5: Listening, learning and responding

We will be an organisation who listens to people who use our services and citizens (including under-represented groups), and actively use their insights to inform and direct our work.





## Working to achieve a healthier future for Wales

## About Public Health Wales

Our Long Term Strategy – Working to achieve a healthier future for Wales sets out our seven priorities that we believe will add the most value and make the most contribution to improving health, well-being and sustainability in Wales. This also includes continuing to develop the skills and culture within the organisation to ensure we deliver our longer-term aspirations in an inclusive and open manner. Our strategic equality objectives are about culture and behaviours, and truly embedding these within all that we do. A number of our objectives have measures and targets identified; these are included with the intent to instil the right behaviours and attitudes within our staff. We will need to ensure that our Strategic Equality Plan (SEP) supports staff to continue to improve the culture of the organisation and ‘how we work’.

The first three objectives in the SEP are focused on our own staff and ensuring we provide an environment where everyone is encouraged to be themselves. However, by our interaction with other NHS colleagues and members of the public these three principles should also be evident in our wider interactions. The other two objectives are focused on our services and ensuring that we continue listen and respond to service users.

Over the next four years Public Health Wales will be focusing on seven priority areas. These are:

- Influencing the wider determinants of health
- Improving mental health, wellbeing and building resilience
- Promoting healthy behaviours
- Securing a healthy future for the next generation
- Protecting the population from infectious diseases and environmental threats to health
- Supporting the development of a sustainable health and care system focused on prevention and early intervention
- Building and mobilising knowledge and skills to improve health and wellbeing across Wales

You can read more about our organisational priorities here:

<https://phw.nhs.wales/about-us/>





Since we published our last Strategic Equality plan and objectives in 2016 the organisation has changed considerably and we are pleased to have the opportunity to review our plan. We have made considerable progress towards becoming a more inclusive organisation. We signed up as Stonewall Diversity Champions in 2017 and participated in the annual Workplace Equality Index. Our most recent submission took us into the Top 100 Employers in the UK list (a rise of 238 places over the past 2 years). We became Disability Confident Leaders in July 2019 and work is currently underway to assess our performance against a range of indicators to examine how inclusive we are for Black, Asian and Minority Ethnic (BAME) Staff; the results of this will be known in the Summer of 2020. In addition to this, we have set up Staff Network groups for LGBT+, Women, Carers, Disabled and BAME staff, which have enabled us to work in partnership with these groups to ensure we understand the issues and barriers they face so we can work together to overcome them.

Our refreshed equality plan and objectives have been informed by going out and talking to different groups of people and communities across Wales. We held engagement events in Cardiff, Swansea and Llandudno for service users, carers and individuals who self-identified with one or more of the protected characteristics. We also asked our partners in other parts of the health service, local government and the voluntary sector for their comments. We wanted to find out if people thought our

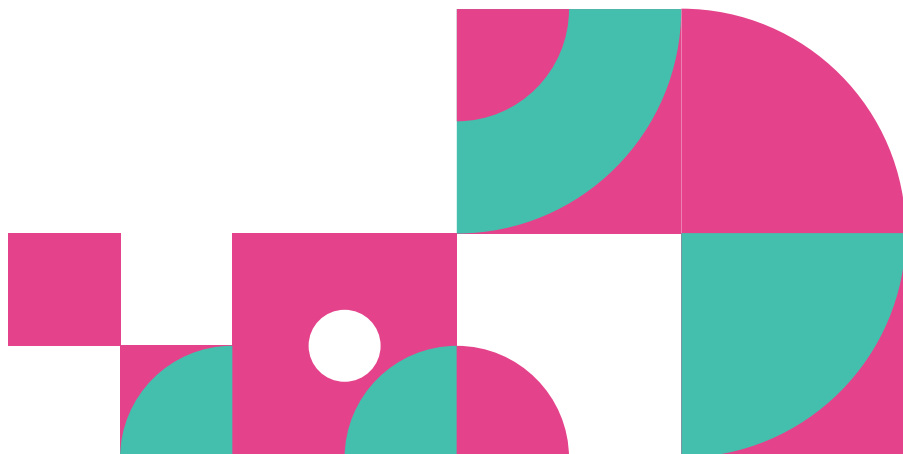
objectives were meaningful and relevant to their needs and more importantly what 'good' looked like to them. We also listened to the views and comments made by staff on what it meant to be treated fairly inside the workplace. We know that the burden of poor health is not spread equally across society. People with learning disabilities, older people and black and minority ethnic people are more likely to experience health inequalities as a result of not being able to access mainstream healthcare services. We have looked at evidence gathered from local and national reports, in particular, *Is Wales Fairer?*<sup>1</sup>. This provides a short summary of evidence for Wales, and based on this evidence, the key challenges that require action. We have also looked at how we can support the strategic equality objectives of the Welsh Government.

We feel that our equality objectives underpin our responsibilities within the Well Being of Future Generations (Wales) Act 2015 and our contribution to improving the social, economic, environmental and cultural well-being of Wales. In Appendix 1 we have cross referenced our draft equality objectives against the key challenges in *Is Wales Fairer?* The Welsh Government equality objectives and the Wellbeing Goals outlined in the Wellbeing of Future Generations (Wales) Act 2015. The purpose of setting this out is to demonstrate how the actions we take support and contribute to the wider challenges facing Wales.

<sup>1</sup> Is Wales Fairer? The state of equality and human rights 2018. The Commission for Equality and Human Rights (2018)



## We employ over 1,800 in locations across Wales



### Public Health Wales as an Employer

We employ over 1,800 in locations across Wales. Our staff work in a variety of different workplaces from offices to laboratories and out in the community. Collecting, analysing and publishing equality information about our workforce helps us to:

- understand the impact of policies and practices on our staff with protected characteristics and plan more effectively around their needs
- identify whether our workforce reflects the community it serves
- identify areas to develop positive action programmes and be more transparent about our practices and decision making

We recognise that we have more work to do in encouraging our staff and applicants for jobs to provide information relating to their protected characteristics. We will continue to explain why we are collecting this information and give reassurance on issues of confidentiality.

In line with the requirements of the Public Sector Duty we will publish employment equality data in our Annual Report along with an analysis of what that means to the organisation in respect of its duty to promote equality and eliminate discrimination.

### Our People Strategy

Our People Strategy was published in January 2020. This includes details of the work that we will be undertaking which will complement the Strategic Equality Objectives and actions detailed in this document, and the action plan that underpins them.

### Socio-economic Duty

Section 45 of the Wales Act 2017 devolves the power to Welsh Ministers to commence the Socio-economic duty to the Welsh Government. This involves enacting Part 1, Section 1 of the Equality Act 2010.

Part 1, Section 1 of the Equality Act 2010 requires specified public bodies, (this includes Local Health boards and NHS Trusts), when making strategic decisions (for example deciding priorities and setting objectives) to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantage. This can best be described as a poverty impact assessment.

The duty will come into force on the 1 April 2020, and we will include the actions we will be taking both as a Public Health Institute, and as an employer, to fulfil the requirements of the duty within our objectives and supporting Strategic Equality Action Plan.









# Our Strategic Equality Objectives 2020 – 2024

## Strategic Equality Objective 1: Understand and advocate for diversity

We will ensure a safe, inclusive environment where staff understand diversity and inclusion enabling them to develop, thrive and reach their full potential, and where all staff will be able to advocate for diversity and inclusion in the course of their work.



To enable equality and human rights to be embedded into the work that we do staff need to have access to appropriate knowledge and skills gained by providing up to date training which reflects the legislative framework. The current “Treat Me Fairly” e-learning package is mandatory for all of our staff and takes about 60 minutes to complete, it is suitable for staff at all levels and accommodates many different learning styles. It is fully bilingual and transcripts of video and audio are embedded into the module. The overall aim of the module is to ensure that staff will be able to demonstrate an understanding of their individual responsibility to promote fair and equal treatment and to be able to explain what is meant by “protected characteristics”. The training has limitations, and does not cover peer to peer equality and diversity, which will enable a more inclusive workplace. Face to face training sessions will be developed and rolled out across the organisation. In addition, awareness raising events will be held in partnership with relevant stakeholders, to promote the message of equality and inclusion.

Staff feeling confident to advocate for colleagues and others is key to creating an organisation where people feel included and where diversity is celebrated. Our staff survey and level of staff complaints (relating to inclusion/ diversity) provide a measure of whether the organisation is viewed by staff as being inclusive.

### Measures of Success

- A minimum of 95% of staff will have completed the on line ‘Treat me Fairly’ e-learning package (Year 1)
- A minimum of 90% of staff will have attended face-to-face Equality and Diversity training by 2024 (Year 4)
- A minimum of four awareness events in Year 1 raising to eight in Year 4 will be held per year to promote the message of equality and inclusion (Year 1-4). A minimum of 100 staff per year will attend these

- Completion rates for the training will be published in our Annual Equality Report (Years 1 - 4)
- Staff engagement scores within the staff survey to move from the current score of 3.86 to 4 (out of 5) by year 4
- The number of staff concerns raised annually, relating to inclusion/ diversity will be below 5

### What we will do to achieve this:

- ✓ Mandate face-to-face Diversity training for all staff which will include the Social Model of Disability and Transgender awareness
- ✓ Train staff volunteers as Fair treatment Officers who will act as an independent contact point to report bullying, harassment and abuse
- ✓ Produce an annual calendar, available to all staff via our Intranet, with regular awareness raising events such as an Annual Diversity and Inclusion week and “Understanding our Communities” sessions
- ✓ Ensure our training opportunities are clearly available to all staff, are embedded in our induction, recruitment, support and development programmes
- ✓ Develop partnerships with relevant stakeholders to ensure our training and support to staff is of high quality, current and relevant to our society
- ✓ Encourage staff to undertake the NHS staff survey
- ✓ Monitor staff concerns relating to inclusion/ diversity on a monthly basis

## Strategic Equality Objective 2: Attract, recruit, retain, and develop our staff

We will improve the recruitment, retention, progression and development of the staff employed by Public Health Wales so that the diversity mix of our workforce and Board reflects the diversity of Wales and the unique skills and experience they bring.

We wish to more accurately reflect the diversity of the population of Wales. When examining the percentage of our mixed/multiple ethnic groups (0.9% of the workforce), this is slightly higher than the percentage rate of the Welsh population. However, the percentage rate of our Black, Asian and Minority Ethnic staff (1.3%) is lower than the percentage rate for the Welsh population (2.3%). 3.4% of our staff self-declare themselves as disabled, while 20.9% of the Welsh population declare themselves as disabled. This highlights that there is work for us to do to more accurately reflect our Welsh demographic. Our Board should also reflect the communities we serve. 323 of our staff chose not to disclose their sexual orientation during 2018/19. We wish to be an organisation where all members of staff feel confident about being themselves at work.

### Measures of Success

- Formalised work placements and internships for people from under-represented groups, with a minimum of 2 placements (year 1) rising to a minimum of 4 placements by year 4
- Year on year improvement to our staff engagement scores in the staff survey to get from the current score of 3.86 to 4 (out of 5) by 2024 (Year 4)
- Year on year improvement to the numbers of BAME staff employed. By 2024 we will have increase our workforce percentage of Black, Asian and Minority Ethnic staff (who have declared) to 2.3% (reflecting the Welsh population percentage)
- Year on year improvement to the number of staff declaring their sexual orientation on ESR. By 2024 we will have reduced the number non reporting their sexual orientation on ESR by a minimum of 20%
- Year on year improvement to the numbers of disabled staff employed. By 2024 we will have increase our workforce percentage of disabled staff (who have declared) to a minimum of 10% of our workforce (reflecting the Welsh population percentage)
- Staff engagement scores within the staff survey will move from the current score of 3.86 to 4 (out of 5) by year 4
- Coaching and mentoring scheme in place across the organisation (Year 2) with an increase in the number of people accessing this from the baseline in Year 2 to year 4
- 100% of all jobs advertised explicitly support diverse applications (year 1)

### What we will do to achieve this:

- ✓ Continue to actively engage with, promote, support and grow the staff diversity networks
- ✓ Set up work placement schemes for Disabled people, people from BAME Communities and economically disadvantaged communities in order to address employment gaps
- ✓ Introduce a coaching and mentoring scheme to enable staff from under-represented groups to reach their full potential
- ✓ Review and update our recruitment policies and practices to ensure they support diverse applications
- ✓ Introduce bespoke management development programmes for BAME, LGBT and Disabled Staff
- ✓ Develop diversity and inclusion training and provide development opportunities for prospective Board Members
- ✓ Work in partnership with agencies to deliver work placements and support people in getting in to work
- ✓ Investigate the most impactful methods of advertising our vacancies so they reach the people we want to attract from all groups
- ✓ Learn from and implement best practice from other organisations
- ✓ Track progression and development of our staff by protected characteristic
- ✓ Provide opportunities for Internships and Apprentice roles
- ✓ All Board Members will have an annual equality objective





## Strategic Equality Objective 3: Fair pay

We will be a fair employer, and will identify our pay gaps for each protected characteristic. We will endeavour to halve the pay gaps for Gender, Ethnicity and Disability within the next four years.

In line with legal requirements and as a responsible employer we will undertake an internal gender pay audit, to increase our understanding of any pay disparities and to inform future action.

### Measures of Success

- Yearly reduction on the published Gender pay gaps (Years 1-4).
- Pay gap data for ethnicity and disability published by March 2021 (Year 1)
- Yearly reduction on the pay gap data for ethnicity and disability from 2021 – 2024 Baseline to be established in Year 1. Gaps for all groups halved by 2024 (Year 4)

### What we will do to achieve this:

- ✓ Ensure consistent and fair application of the flexible working policy
- ✓ Further investigate and act on glass ceiling issues for certain groups
- ✓ Introduce a programme of coaching and mentoring to enable individuals to reach their full potential
- ✓ Produce an Annual report of the Gender Pay Gap, progress made and plans to address it
- ✓ Undertake an audit of flexible working practices across the organisation, and work with managers to address the gaps
- ✓ Consult with our staff diversity networks to understand barriers to progression and address them
- ✓ Consult with our Stakeholder Reference Group to address identified gaps

## Strategic Equality Objective 4: Access to Services and our environment

We will ensure that our services, and the buildings we use, are accessible and capable of responding to the different and changing needs of the people who use our services /citizens.

We want to ensure we promote participation and access to our services with communications that are accessible and meet the different needs which people have. We will continue to actively work to implement the All Wales Standards for Accessible Communications and Information for People with Sensory Loss and ensure that reasonable adjustments are made to deliver equality of access to our services and events for disabled people. This also includes making sure that people, including our staff, know where to go to get information and get their views heard.

We currently do not monitor the diversity of the people who use our services so this is a priority for us during this SEP.

We will work with individuals from the community to reduce physical, attitudinal and structural barriers from our places of work and practice, and undertake annual audits of all of our premises to ensure they are accessible.

### Measures of Success

- 100% of written communication, to support access pathways to people who use our services is available in English, Welsh, easy read and BSL as a minimum (Year 4)
- 100% of verbal communication, to support access pathways to people who use our services, is available in the language or format (eg BSL) of choice .
- All Public Health Wales places of work and practice will be fully accessible by 2024 (Year 4)
- Development of a system for monitoring the diversity of the people who use our services by March 2022 in order to identify population groups where uptake is low (Year 4)
- Establishment of a Stakeholder reference Group, who represent the protected characteristic groups (Year 1)

### What we will do to achieve this:

- ✓ Review, in partnership with agencies, all written communication used to support access pathways within the organisation
- ✓ Review access to methods of verbal communication eg language line across the organisation
- ✓ Identify a consistent approach to Diversity Monitoring of service users
- ✓ Analyse data to inform and target interventions to improve and report on outcomes
- ✓ Work with stakeholders to ensure inclusive design principles for all new premises and services
- ✓ Adapt current facilities to remove barriers to access
- ✓ Undertake Diversity monitoring of our services and target interventions where take up is low
- ✓ Set up a Stakeholder reference Group, made up of a range of organisations of all sizes, who represent the protected characteristic groups to obtain feedback on our buildings and services

## Strategic Equality Objective 5: Listening, learning and responding

We will be an organisation who listens to people who use our services and citizens (including under-represented groups), and actively use their insights to inform and direct our work.



We will continue to work with a broad range of equality organisations and support groups to challenge our thinking and understanding of inequalities and the way in which we design and deliver services. We want to work with our partners and communities to make sure we help people make the right choices about protecting their health.

We will review our Equality Impact Assessment process to ensure we are designing and delivering services that are accessible for all, and will work with other NHS organisations in Wales to identify and implement a “Once for Wales” approach for our services.

Public and stakeholder engagement is fundamental to our work of protecting and improving the health and wellbeing of the population and reducing inequalities. Engaging with people who have experienced discrimination and prejudice as a result of having a protected characteristic is essential if we are to understand the different needs of our communities in Wales.

### Measures of Success

- Establishment of a Stakeholder Reference Group, who represent the protected characteristic groups, which meets a minimum of twice a year to monitor progress against our strategic equality objectives (Year 1)
- A revised Equality Impact Assessment process and form in line with other NHS Wales organisations (Year 2)
- A ‘Once for Wales’ work plan, developed with colleagues in other Welsh NHS Organisations that clearly defines the work to be undertaken jointly. This will be published summer 2020 (Year 1)
- A year on year increase in positive feedback received from people who use our service with a diverse background. A base line will be identified once the system for monitoring the diversity of the people who use our services is developed (see Objective 4) (Year 4)
- Actively engage with a minimum of 20 different agencies/ third sector organisations per year to inform them of our services and to gain feedback (year 1)
- Annual deaf awareness training provided to front line staff (year 1-4)
- A minimum of five front line staff (Year 1) trained in basic BSL

### What we will do to achieve this:

- ✓ Review existing Health information for service users identified in the “Is Wales Fairer?” Report, who experience difficulties in accessing our services and take action on the findings
- ✓ Undertake regular, direct engagement and involvement with diverse communities across Wales to inform the development of our services and programs
- Work in partnership with other Health Boards and Trusts, and Welsh Government to review and strengthen the Equality Impact Assessment process, and provide training for staff on its use
- Work with agencies who represent minority groups, and undertake outreach with 3rd sector organisations, to ensure they are receiving information on our services
- Provide Deaf Awareness training for front line staff as a minimum, and BSL training for front line staff who wish to further their learning



## Monitoring Progress

The Chief Executive, as the accountable officer, together with our Board and Executive Team are responsible for ensuring compliance with legislation. Progress on our Strategic Equality Plan will be reported regularly to the Executive Team and six monthly to the People and Organisational Development Committee (a Board Committee). We will also fulfil our statutory duty by publishing an Annual Equality Report.

Our group of Equality Champions was established to ensure that the organisation considers and promotes equality. It has an important role in monitoring our strategic equality plan and objectives. The group is made up of representatives from divisions and staff members who have self-identified as having a protected characteristic. We will review the terms of reference for the group to make sure they are aligned to the strategic equality plan and objectives.

Our success is contingent on a cross organisational commitment to equality and diversity underpinned by staff development and a compliance with organisational systems and processes.

## Next Steps

Our engagement events highlighted to us the importance of making sure that this plan did not just sit on a shelf. To help ensure that we take positive and timely action a robust action plan will be developed.

Over the next few months, we will develop and set out our actions, which will be presented to the Board and published by 01 July 2020. We will continue to involve our Stakeholder Reference Group in this work; particularly in measuring progress.



## Appendix 1

We have cross-referenced our draft equality objectives against the key challenges identified in: *Is Wales Fairer?*, Welsh Government equality objectives and the Wellbeing Goals outlined in the Wellbeing of Future Generation (Wales) Act 2015. The purpose of setting this out is to demonstrate how the actions we take in Public Health Wales support and contribute to the wider challenges facing Wales.

Objective 1: Understand and advocate for diversity	WG Strategic Equality objectives	Is Wales Fairer?	PHW Priorities	Wellbeing of Future Generation Goals
We will ensure a safe, inclusive environment where staff understand diversity and inclusion enabling them to develop, thrive and reach their full potential, and where all staff will be able to advocate for diversity and inclusion in the course of their work.	5, 8	Work recommendations 1, 4, 5	1, 2, 3, 4, 7	<ul style="list-style-type: none"> <li>• A Prosperous Wales</li> <li>• A More Equal Wales</li> <li>• A Wales of Vibrant Culture and Welsh Language</li> </ul>

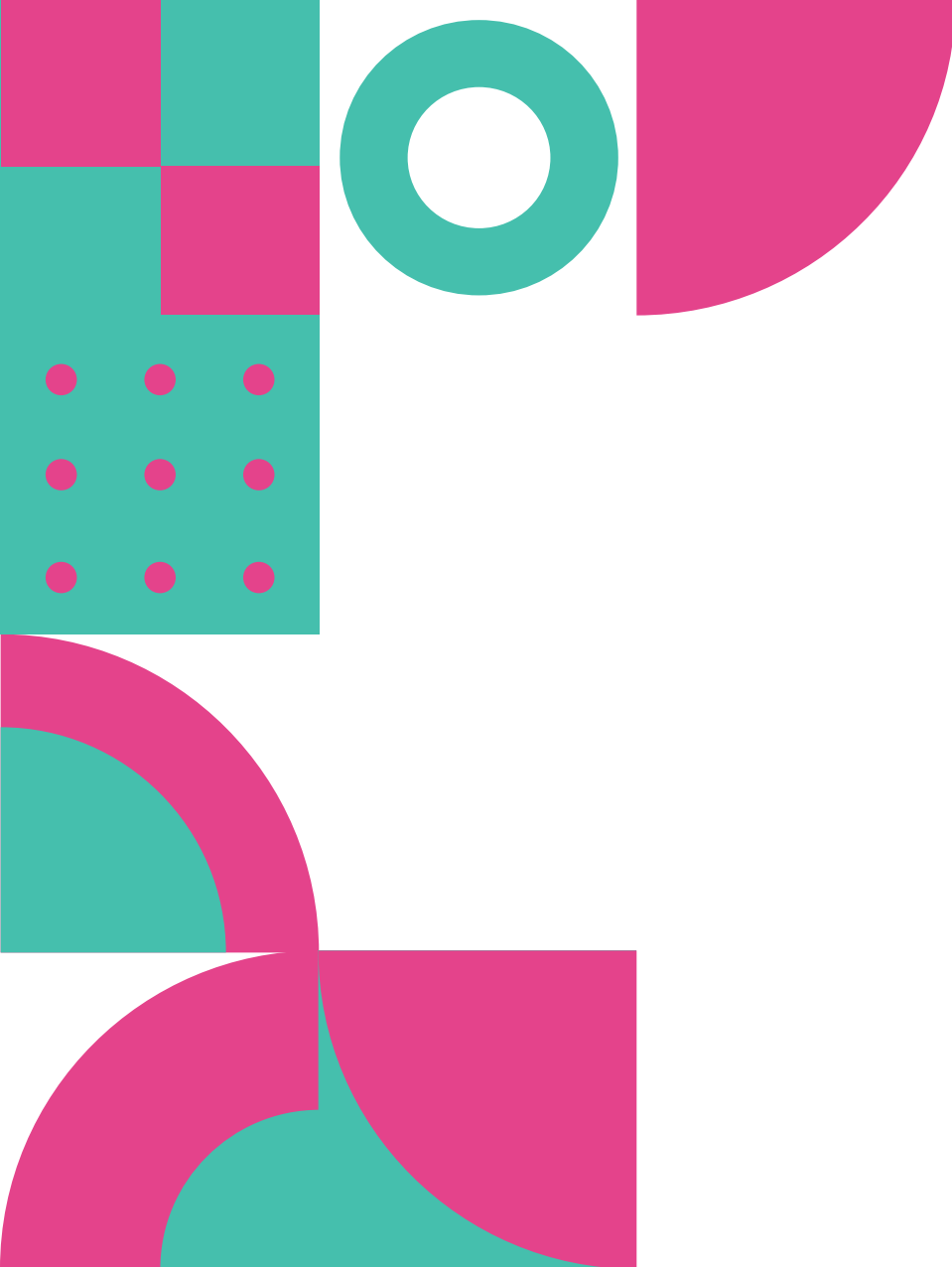
Objective 2: Attract, recruit, retain, and develop our staff	WG Strategic Equality objectives	Is Wales Fairer?	PHW Priorities	Wellbeing of Future Generation Goals
We will improve the recruitment, retention, progression and development of the staff employed by Public Health Wales so that the diversity mix of our workforce and Board reflects the diversity of Wales and the unique skills and experience they bring.	7, 8	Work recommendations 1, 2, 3, 4, 5, 6	2, 3, 4	<ul style="list-style-type: none"> <li>• A Prosperous Wales</li> <li>• A More Equal Wales</li> <li>• A Wales of Vibrant Culture and Welsh Language</li> </ul>

Objective 3: Fair Pay	WG Strategic Equality objectives	Is Wales Fairer?	PHW Priorities	Wellbeing of Future Generation Goals
We will be a fair employer, and will work to reduce the gender pay gap the BAME pay gap and the disability pay gap.	1, 2, 4	Work recommendations 1, 3, 5, 6	2, 3, 4	<ul style="list-style-type: none"> <li>• A Prosperous Wales</li> <li>• A More Equal Wales</li> </ul>



Objective 4: Access to services and our environment	WG Strategic Equality objectives	Is Wales Fairer?	PHW Priorities	Wellbeing of Future Generation Goals
We will ensure that our services, and the buildings we use, are accessible and capable of responding to the different and changing needs of the people who use our services /citizens.	3, 7	Work recommendations 1, 2, 3	1, 2, 3, 4, 5, 6, 7	<ul style="list-style-type: none"> <li>• A Resilient Wales</li> <li>• A More Equal Wales</li> <li>• A Healthier Wales</li> <li>• A Globally responsible Wales</li> </ul>

Objective 5: Listening, learning and responding	WG Strategic Equality objectives	Is Wales Fairer?	PHW Priorities	Wellbeing of Future Generation Goals
We will be an organisation who listens to people who use our services and citizens (including under-represented groups), and actively use their insights to inform and direct our work.	2, 3, 6	Work recommendations 1, 2, 3	1, 2, 3, 4, 5, 6, 7	<ul style="list-style-type: none"> <li>• A More Equal Wales</li> <li>• A More Equal Wales</li> <li>• A Wales of Cohesive Communities</li> <li>• A Wales of Vibrant Culture and Welsh Language</li> <li>• A Globally Responsible Wales</li> </ul>



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