

**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	17 December 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Developing the 3 Year Plan for the Period 2021/22-2023/24 Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Libby Ryan-Davies, Strategic Programme Director Daniel Warm, Strategic Planning Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The People, Planning and Performance Assurance Committee (PPPAC) previously received a report at the meeting held on 29/10/20 with regard to how Hywel Dda University Health Board (HDdUHB) intends to approach the development of an Annual Plan for 2021/22.

The purpose of this report is to provide PPPAC with an update on the development of the Plan and further detail received from Welsh Government (WG) with respect to their expectations.

Cefndir / Background

The submission of a three year Integrated Medium Term Plan (IMTP) to WG is a statutory obligation.

As previously presented at the PPPAC meeting held on 29/10/20, HDdUHB intends to utilise the Strategic Objectives and Planning Objectives, approved by Board in September 2020, as the basis for its Plan for 2021/22.

Asesiad / Assessment

The development of the Annual Plan is dependent on the process by which the Plan will be delivered; the products of which it will be composed; the timelines in which it will be delivered; and to provide assurance on the progress in delivering the Plan for 2021/22.

Our Proposed Approach to Developing an Implementation Plan

Following Board ratification of the Planning Objectives, the next phase is to develop a single, integrated plan for their implementation. The first step was to agree, with individual Executive Directors, the Planning Objectives required to be prioritised over the next year, following which, collaborative working with individual teams will be undertaken to set out how these Planning Objectives will be delivered. Although this will be a one-year Plan, it will signal the three-year ambitions of HDdUHB.

Work is currently on-going to comply with as many of the Planning Objective leads as possible, to:

- Discuss the information required for this year's Plan.

- Obtain implementation plans or any other information already available in relation to the above planning objectives.
- Discuss any support required from the Planning Team.

To aid the discussion, a template (a plan on a page) was made available to enable plan specific and cross-cutting themes to be discussed, and includes:

- Actions and milestones.
- Risk and mitigations.
- Finance (revenue and capital), workforce and enabling considerations.
- Tracking measures.
- Links to Impact on Teulu Jones, the wider system and the goals of the Well-being and Future Generations Act.

The work to develop the Plan has been aided by the convening of a Task and Finish Group, chaired by the Strategic Programme Director, with membership from the corporate functions including finance, workforce, planning (both capital and strategic); transformation, performance, digital, strategic partnerships, communications and engagement, and risk management.

Draft Plan Structure

Within the Plan being delivered to meet the requirements of the Board, the draft structure of the Plan is driven by the six Strategic Objectives and their aligned Planning Objectives. In order to meet WG requirements, clear sign-posting will be included within the document and a clear read across of finance; workforce; capital and digital elements will be included to assist with the integration of the Plan.

The proposed structure is:

- **Executive Summary**
- **Introduction** - including performance targets; introduction to the six Strategic Objectives and their Planning Objectives; context of a 'post' COVID-19 world; ensuring mitigation of the four domains of harm. Planning objectives have been mapped against the planning domains, ministerial priorities, and Wellbeing of Future Generation Act goals; links to these will be signalled throughout the Plan. Teulu Jones stories will be included throughout, explaining the difference HDdUHB wishes to make for patients, their families and our staff.
- **Chapter 1: Delivery through 2020/21.**
People
- **Chapter 2:** Strategic Objective 1 – Putting people at the heart of everything we do.
- **Chapter 3:** Strategic Objective 2 – Working together to be the best we can be.
- **Chapter 4:** Strategic Objective 3 – Striving to deliver and develop excellent services.
Services
- **Chapter 5:** Strategic Objective 4 – The best health and wellbeing for our individuals, families and our communities.
- **Chapter 6:** Strategic Objective 5 – Safe, sustainable, accessible and kind.
- **Chapter 7:** Strategic Objective 6 – Sustainable use of resources.
(under individual chapters 2-7 we will show how we are delivering the respective Planning Objectives).
- **Technical Documents** – to include finance, workforce, capital, digital and detailed service plans where applicable/appropriate

Products

The Plan will be built from the Plans developed as a result of the development of the Strategic and Planning Team objectives. However, in order to meet the breadth of the NHS Wales

Planning Framework, key products including Enabling Plans, such as workforce, finance, capital and digital inclusion, will be required.

Mapping and Gapping of Plans

In order to begin to develop the content of the Plan, PPPAC can be assured that:

- All planning leads have undertaken individual meetings held/scheduled with members of their team.
- These meetings are intended to discuss the information required from each planning lead for this year's Plan.
- Implementation plans or any other relevant information have been requested in relation to the above planning objectives;
- Discussion has been undertaken in relation to any support required from the team.
- A Template for a 'Plan on a Page' has been shared to help "shape" their Plan.
- Engagement will be mapped out (where appropriate).
- A presentation will be provided at the December 2020 Board Seminar to meet CEO expectations.

Welsh Government Expectations

At the present time, the NHS Wales Planning Framework for 2021/22 has not been released, however is expected imminently. The Framework will clearly articulate WG expectations for plans to be submitted by NHS Wales organisations. However, in an email distributed to All Wales Directors of Planning on 18th November 2020, an informal update on requirements was distributed, noting the following matters:

- NHS organisations will be required to provide annual plans set in the context of future recovery and transition from operational response to integrated strategic planning.
- Plans are to be submitted in March 2021. Ideally, engagement with organisations should be planned in the first quarter of the year to discuss key elements such as finance, service change, workforce and activity ahead of submission.
- As a high level overview, the planning framework will focus on the five ministerial priorities:
 - Reducing health inequalities.
 - Prevention.
 - Access to care.
 - Primary and community care.
 - Mental health and well-being.
- The four harms remain to be the context in which plans should be developed to ensure both direct harm from COVID-19 and indirect harms are considered and addressed as part of the planning:
 - Harm from COVID-19 itself.
 - Harm from overwhelmed NHS and social care system.
 - Harm from reduction in non-COVID-19 activity.
 - Harm from wider societal actions/lockdown.
- The formal issue of the Planning Framework will be agreed with ministers and is expected to be received in early December 2020.

Argymhelliad / Recommendation

PPPAC is asked to **NOTE** the current position in the development of the HDdUHB Annual Plan for 2021/22.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.3 Provide assurance to the Board that the planning cycle is being taken forward and implemented in accordance with University Health Board and Welsh Government requirements, guidance and timescales.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): Hyperlink to NHS Wales Health & Care Standards	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	3 year plan and annual plan Decisions made by the Board since 2017-18 Recent Discover report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Paper provided to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Incorporated within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	Transformation Steering Group Executive Team Public Board - September 2020

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to

	ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable