

**PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL  
STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	21 December 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Development of the 2024/25 Plan
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Executive Director of Strategy and Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Daniel Warm, Head of Planning Shaun Ayres, Deputy Director of Operational Planning and Commissioning

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

Health Boards in Wales are required to produce a Board-approved Integrated Medium-Term Plan (IMTP) and submit to the Welsh Government (WG) for approval. A statutory requirement is that the IMTP must be financially balanced over the three-year period.

We are in the process of finalising the process by which we will develop the Plan for 2024/25.

**Cefndir / Background**

Whilst there has been a focus on delivery of the 2023/24 Plan, work has begun on the Planning Cycle for delivery of the 2024/25 Plan.

At the time of writing this report, the Planning Framework produced by Welsh Government (which provides the context and scope of the Plan) has not yet been received; however, it is envisaged that the planning framework will largely be a continuation of the current version.

For 2023/24 the Ministerial Priorities centred on:

- Urgent and Emergency Care
- Delayed Transfers of Care
- Planned Care recovery, Diagnostics and Pathways of Care
- Cancer recovery
- Mental Health and Child and Adolescent Mental Health Services (CAMHS)
- Access to Primary Care (and Community Services)

Given that these priorities continue to be the clear areas for assurance by Welsh Government, the likelihood is that these will remain core to the development of the 2024/25 Plan, along with the Health Board's Planning Objectives. This will be underpinned by the development of a set of Ministerial Templates (as set by Welsh Government) and service delivery plans – which will need to align to the Minimum Dataset.

Development of the Plan will be through the new Planning Steering Group on behalf of the Executive Team and overseen by the Strategic Development and Operational Delivery Committee. The Group's responsibilities include but are not limited to:

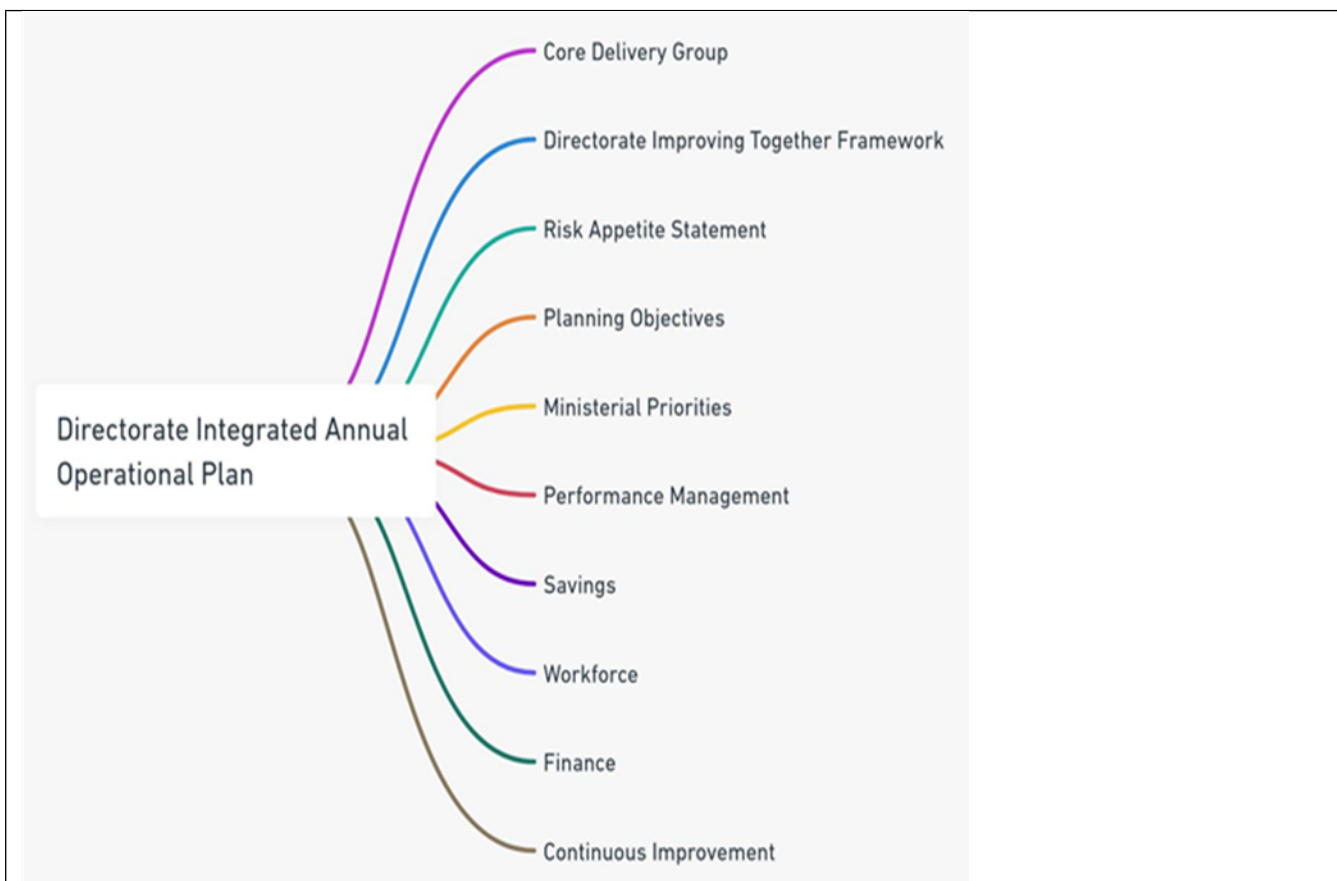
- Ensuring that there are clear roles and accountabilities across the organisation to develop and deliver key operational plans including ensuring triangulation with workforce and financial plans.
- Establishing and overseeing appropriate governance arrangements.
- Approving the design and overseeing the implementation of documentation and reporting templates.
- Ensuring that risks are identified, with clear plans for mitigation, and escalated appropriately.
- Agreeing the provision of project and programme management support, including finance, planning, workforce, and other corporate team support arrangements as necessary.
- Ensuring there is clarity on the route to outcomes, focusing on financial impacts such as cash releasing and productivity.
- As required, ensuring that all plans have the appropriate Quality and Equality Impact Assessments.
- Ensuring that a comprehensive and coherent planning process is undertaken.
- Adopting a systematic process for monitoring the ongoing implementation of plans, utilising performance metrics and milestones to gauge progress.
- Conducting a detailed review of all plans every quarter. This quarterly review is designed to evaluate the effectiveness of current delivery, assess alignment with organisational objectives, and propose necessary adjustments based on evolving circumstances and goals.

### Asesiad / Assessment

The Integrated Planning Approach for the 2024/25 Plan, as detailed in the annex, is to align planning objectives across all departments into a single, cohesive operational plan. This integrated method embeds savings directly into operational plans, thus contributing simultaneously to financial recovery and enhanced service quality. Our approach, designed to be thorough and comprehensive, aims to eliminate fragmented planning and ensure optimal use of resources – time, money, and workforce. This unified method also fosters clear communication within teams and across stakeholders.

By doing this once and doing it thoroughly, Hywel Dda University Health Board (HDdUHB) prevents fragmented planning and ensures that resources – time, money, and workforce – are optimally utilised. This unified approach also aids in clear communication, both within teams and with stakeholders. The key points include:

- **Efficiency:** Streamlining planning to avoid duplication and conflicting objectives.
- **Clarity and Consistency:** One comprehensive plan improves understanding and execution across all levels of the Health Board.
- **Strategic Alignment:** Ensuring all objectives support the overarching goals of the Health Board.



The Planning Objectives are critical because they:

1. Define essential short-term objectives to improve services and progress towards strategic goals.
2. Clarify organisational priorities.
3. Establish key work programmes, including governance, leadership, deliverables, resources, risks, and enablers.
4. Enable the Board and its Committees to assess and measure progress in line with the Board Assurance Framework.

Incorporating a Risk Appetite into the Planning Objectives is crucial. Risk Appetite refers to the amount and type of risk that an organisation is willing to pursue or retain in order to achieve its objectives. By aligning the Planning Objectives with a clearly defined Risk Appetite, the organisation gains clarity around the use of resources and the setting of realistic expectations. This alignment helps to ensure that resources are allocated to areas where they can be used most effectively and where the potential return justifies the risk involved. It also guides decision-making processes, ensuring that initiatives align with the organisation's capacity to manage potential risks.

Furthermore, the Planning Objectives, when grounded in a well-considered Risk Appetite, provide a clear framework for decision-making. This is particularly important in the context of the challenges the Health Board is facing, where decisions can have significant impacts on patient care and operational efficiency. The objectives can thus be used to guide the development of service delivery plans, ensuring they are not only ambitious and forward-looking but also realistically achievable within the defined risk parameters.

In summary, integrating a Risk Appetite into Planning Objectives for the 2024/25 Plan is vital. It will provide clarity around resource utilisation and expectation setting, ensuring that planning is both ambitious and grounded in the reality of operational and financial capacities. This

approach is integral to achieving a balance between innovation, quality service delivery, and financial stability. For this reason, as part of the Board Seminar session on 14 December 2023, HDdUHB will be considering the Health Board's Risk Appetite and Planning Objectives for 2024/25.

Finally, the current assumption, on the basis of guidance from officers in Welsh Government, is that plans will need to be submitted by 31 March 2024. Key activities and milestones for Plan development within the Health Board are aligned to this and this is also included in the annex. However, it is envisaged that SDODC will receive a draft of the Plan at its 29 February 2024 meeting, whilst formal sign-off will be at the Public Board meeting on 28 March 2024.

### Argymhelliad / Recommendation

The Committee is asked to:

- **NOTE** the steps being taken in the development of the Plan for 2024/25

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.2 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
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termau: Glossary of Terms:	Contained within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Executive Team / Core Delivery Group / Planning Steering Group

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	This is a key component in the delivery of the Integrated plan for the period 2024/25
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	This is a key component in the delivery of the Integrated plan for the period 2024/25
<b>Gweithlu: Workforce:</b>	This is a key component in the delivery of the Integrated plan for the period 2024/25
<b>Risg: Risk:</b>	Risks will be assessed as part of the ongoing process of both the development of the 2024/25 Plan and its subsequent monitoring
<b>Cyfreithiol: Legal:</b>	As above
<b>Enw Da: Reputational:</b>	Hywel Dda University Health Board needs to meet the targets set in order to maintain a good reputation with Welsh Government, together with stakeholders, including staff
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.