



PWYLLGOR STRATEGAETH A CHYNLLUNIO
STRATEGY AND PLANNING COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 June 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Community By Design Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Chief Operating Officer
SWYDDOG ADRODD: REPORTING OFFICER:	Rhian Bond, Assistant Director of Primary Care

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

Since the Community By Design (Primary Care and Community Services) Strategic plan update was presented to the Board in January 2026, work has focussed on the future model for Primary Care Clusters, with a further paper considered by Board on 28 May 2026.

Cefndir / Background

Primary Care Clusters have been functioning for several years and have contractual requirements that mainly link back into the General Medical Services contract. Cluster budgets have historically been allocated on a population basis allowing for time limited projects to be developed or commissioned to test innovation and improve population health. Whilst there have been a number of successful Cluster projects that have been positively evaluated, the scale-up and roll-out of those, to enable wholesale system change, has proved to be challenging. Clusters in their current format are limited in their ambition through funding, employment of staff and have limited system influence.

Hywel Dda University Health Board (HDdUHB) has seven Primary Care Clusters across three counties, supported by Professional Collaboratives and with oversight through the “Healthier” county-based groups (otherwise known as Pan Cluster Planning Groups). Whilst there is strong clinical support and evidence of local, small-scale innovation, the remit of Clusters largely provides a co-ordination function, which is project focused, with short-term funding, limited influence over commissioning decisions and weak alignment between ambition and resource allocation.

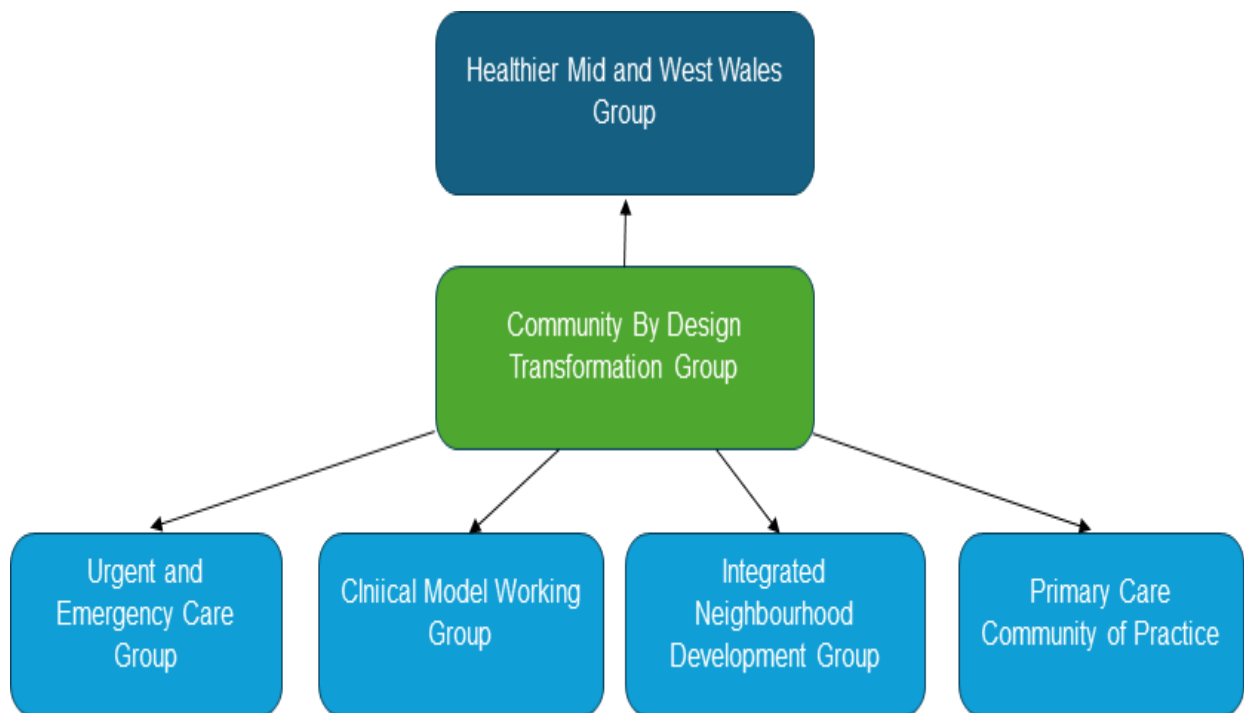
The future aspiration is to recognise the work that Clusters have undertaken but seeking to move forward with a new model that shifts the focus from short term funded projects on a small scale to enhanced clinical leadership on a system wide basis that drives sustainable change and improved patient outcomes by ensuring that the work is coterminous with the 20four7 programme. The development of Integrated Neighbourhoods that report into system wide leadership is a key development in moving from the current “project” focussed model into wider system leadership and development. There will be the opportunity through the Operational

services Organisational Change Process (OCP2) to consider how this leadership is shaped to drive both local operational and wider organisational strategic change.

Whilst there was a supportive discussion during the May 2026 Board meeting it was noted that further discussions on the proposed revised model were required through a future Board Seminar session.

Asesiad / Assessment

To ensure that appropriate oversight arrangements are in place, it is proposed that the current meeting structure and arrangements across a number of key areas are revised and brought into a new reporting structure, whilst also ensuring that the Health Board is able to meet the national requirement for a local Community By Design meeting.



The Community by Design Transformation Group is being established to provide strategic oversight and direction for the implementation of the Community by Design transformation programme locally. It will ensure delivery aligns with national requirements and the Health Board's strategic objectives, monitors progress and performance across key workstreams, supports the development of integrated community-based services, and enables resolution of barriers, risks, and variation to drive sustainable system-wide change. Reporting into the Healthier Mid and West Wales Group, the Community By Design Transformation Group will focus on linking the national CbD work into the HDdUHB context, having oversight of the HDdUHB Community By Design Strategic Plan, oversight of the Integrated Neighbourhood plan, supporting the operationalisation of the 20four7 programme across Primary Care, oversight of the Urgent and Emergency Care (UEC) programme and the Clinical Model for Primary Care. The Group will seek to commission the Primary Care Community of Practice Group to deliver a programme of work that supports the strategic objectives.

Terms of Reference for the sub groups will be developed and considered at the first meeting of the Community By Design Transformation Group which is being arranged for mid-July 2026.

The current Locality Leads meetings will be reorganised into quarterly development sessions as the Clinical Leads and Integrated Neighbourhood Leads will be engaged through the

Primary Care Community of Practice and Integrated Neighbourhood Development groups with the chairs reporting into the Community By Design Transformation Group.

Argymhelliad / Recommendation

The Committee is asked to **NOTE** the Community By Design Update report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.15. Seek assurances on the development and delivery of the Primary Care and Community Strategic Plan.
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)	7. All apply
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	7 Primary and community strategic plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 6. Contribute to global well-being through developing international networks and sharing of expertise 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Not Applicable

Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable

**Cydraddoldeb:
Equality:**

Not Applicable