

STRATEGY AND PLANNING COMMITTEE WORK PLAN APRIL 2026 – MARCH 2027

Currently, Strategy and Planning Committee (SPC) meets bi-monthly. Based on this, the following table represents a proposal to incorporate the duties as outlined in the Committee's Terms of Reference into a basic work plan April 2026 – March 2027, including standing agenda items (denoted by *).

AGENDA ITEM/ ISSUE	LEAD	Responsible Officer	PURPOSE	28 Apr 2026	25 Jun 2026	20 Aug 2026	2 Nov 2026	22 Dec 2026	2 Mar 2027	Apr 2027
PAPER DEADLINE				7 Apr 2026	4 June 2026	23 Jul 2026	12 Oct 2026	1 Dec 2026	9 Feb 2027	
INTRODUCTIONS										
Welcome and Apologies*	Chair	All	N/A	✓	✓	✓	✓	✓	✓	✓
Declarations of Interests*	Chair	CSO	N/A	✓	✓	✓	✓	✓	✓	✓
GOVERNANCE										
Minutes from previous meeting*	Chair	CSO	Approval	✓	✓	✓	✓	✓	✓	✓
Matters Arising & Table of Actions (ToAs) *	Chair	All	Information	✓	✓	✓	✓	✓	✓	✓
Matters Arising (not on agenda) *	Chair	CSO	N/A			✓	✓	✓	✓	✓
Annual Review of SPC Terms of Reference (TORs) (12.1)	Chair	JW	Approval						✓	
SPC Annual Report 2025/26 on Committee's activity for onward submission to the Board (10.4)	Chair	CSO/LD	Endorsement	✓						✓

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Committee Self-Assessment 6 Month Update	Chair	JW	Assurance			✓				
Self-Assessment of Committee Effectiveness: Outcome Report (10.5)	Chair	JW	Assurance						✓	
Assurance and Risk Report Assurance (3.1.23) <i>Corporate risks, Audits and Inspections, Ministerial Directions</i>	Relevant EDs	JW	Assurance	✓		✓		✓		✓
Assurance and Risk Report Assurance (3.1.23) <i>Principal Risks, Operational Risks, Welsh Health Circulars;</i>	Relevant EDs	JW	Assurance		✓		✓		✓	
Targeted Intervention Update (3.1.20)	LD	SA	Assurance	✓	✓	✓	✓	✓	✓	
STRATEGY, PLANNING AND PARTNERSHIPS										
Annual Plan Progress (3.1.1,2&4) <ul style="list-style-type: none"> Planning Goals (PG) Update (3.1.21) Maturity Matrix Timeline Maturity Matrix 	LD	SA	Assurance	✓	✓ ✓ ✓	✓	✓ ✓	✓	✓ ✓	

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A Healthier Mid and West Wales Strategy (updates) (2.1.1.1 & 2)	LD	PW	Assurance	✓		✓		✓		
<i>Planning Goal 8: Fit for purpose, modern facilities and services</i> <ul style="list-style-type: none"> Determine and implement sustainable models for services within the Clinical Services Plan programme Deliver our Programme Business Case to develop fit for purpose and modern community and hospital facilities 	LD	HMH	Assurance	✓		✓		✓		✓
Pharmaceutical Needs Assessment Annual Review	MH	OW	Assurance		D	✓				
Partnership Assurance Report (3.1.6&7)	AG	BB	Assurance		✓		✓		✓	
Mid Wales Joint Committee Report (3.1.8)	AC	NW	information			✓			✓	
Value Based Healthcare Update (3.1.9)	MH	LP/SM	Assurance		✓		✓		✓	

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Strategic Commissioning Report (3.1.5) (bi-annual update)	LD	SA	Information			✓			✓	
Climate Migration and Adaption Plan (3.1.10)	AG	BB/SH	Assurance			✓			✓	
Prince Philip Hospital Urgent Care Centre Implementation Plan Update (action form February SPC)	AC	PS/AT	Assurance				✓			
Pharmaceutical Needs Assessment 6 Month Review of Services	MH	OW	Assurance					✓		
Transport Strategy	LD	GS	Assurance			✓				
Neonatal One team Strategic Plan Xferred to AHMWW > PODCC	AC	DS/SaD	Assurance							
POPULATION HEALTH, PRIMARY AND COMMUNITY										
<i>Planning Goal 3: '20Four7' population health:</i> <ul style="list-style-type: none"> To reflect population health priorities that build in equality of opportunity and human rights, together with plans 	AG	BB	Assurance	✓		✓		✓		✓

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to reduce health inequalities										
Annual Managed Practices Assurance Report	AC	RB	Assurance		✓					
Healthy Weight Implementation Plan	AG		Information		✓					
<i>Planning Goal 4: Community by design:</i> <ul style="list-style-type: none"> To ensure that HDd has a clear vision and strategic direction that secures the long-term sustainability of the organisation, both at local community and wider system levels 	LD	RB/JC	Assurance		✓		✓		✓	
Vaccination Programme for Prevention and Response Plan - Progress Update, Key Priorities and Delivery Plan (3.1.13)	AG	BB	Assurance			✓				
<i>Planning Goal 7: Future Orientated:</i> <ul style="list-style-type: none"> Connected and resilient communities 	AG	BB	Assurance			✓		✓		✓

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<ul style="list-style-type: none"> Establish how we will strengthen how we listen and incorporate the voice of our future generations 										
PSBs Well-being of Future Generations (Wales) Act 2015 (WBFGA) (3.1.6 & 3.1.7)	AG	BB	Assurance				✓			
Review of Clinical Pharmacy Services at NHS Hospitals in Wales	MH	OW	Assurance				✓			
Deep Dive: Healthy Domain Metrics	AG		Information		✓					
CAPITAL AND ESTATES										
Capital Programme for 2026/27 and Capital Governance (including the CSC 3A's update (3.1.24) & Discretionary Capital Programme (DCP) and Capital Resource Limit & other CSC items below) (3.1.18&19) * Also Capital Planning Equipment Replacement Programme.	LD	PW/ER	Assurance/ Update the Board	✓	✓	✓	✓	✓	✓	✓

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Capital Business Cases (as and when required for scrutiny before onward ratification at Board) (3.1.16)	LD	ER	Recommend , for onward ratification by Board	✓	✓	✓	✓	✓	✓	✓
CSC Annual Report 2025/26 (10.4)	LD	ER	Approve	✓						✓
Annual Review CSC TORs (10.3)	LD	ER	Approve					✓		
HDdUHB Resilience Review: Management Response	LD	SH	Assurance		✓					
Sustainability Report (for HDdUHB Annual Report) (see SH email of 21 01 2026)	AG	SH	Assurance		✓					✓
Estate Condition & Performance Update	LD	PW	Assurance				✓			
CSC Workplan 2026/27 (3.1.26)	LD	ER	Information						✓	
Planning in Partnership: Regional Integration Fund Update (3.1.3 & 3.1.16)	AC	LJ	Information					✓		
5 th LINAC Business case	LD	SA/AS	Recommend , for onward ratification by Board		✓					
FOR APPROVAL										

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Policies (as required) (3.1.25) *	All	All	Approval	✓	✓	✓	✓	✓	✓	
FOR INFORMATION										
JCC Planning, Performance and Finance Sub-Committee Reports*	ME	N/A	Information	✓	✓	✓	✓	✓	✓	✓
SPC Workplan 2026/27*	LD	CSO	Information	✓	✓	✓	✓	✓	✓	✓
In Committee Session agenda items (as required)	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Issues for Board/Committees										
Issues for Board/Committees	Chair			✓	✓	✓	✓	✓	✓	✓
MEETING GOVERNANCE										
Agenda setting meeting with Chair & Exec Lead (at least 6 weeks before the meeting)	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Draft agenda to go to Executive Team	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Call for papers (at least 6 weeks before the meeting to receive papers at least 14 days before the meeting)	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Disseminate agenda/papers 7 days prior to meeting	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Add actions to the Action Tracker within two days of	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓

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the meeting and send notification to action owners										
Circulated minutes to Lead Director within 7 days of the meeting	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Issue minutes and TOA to Members (including the Committee Chair) following Lead Director review	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Produce 3A's Report for Board	CSO	N/A	N/A	✓	✓	✓	✓	✓	✓	✓

Chair: Winston Weir **Vice Chair:** Maynard Davies **Lead Executive:** Lee Davies

AC	Andrew Carruthers	JC	Julia Chambers	OW	Owain Williams
AG	Dr Ardiana Gjini	JW	Joanne Wilson	PS	Peter Skitt
AT	Anna Thomas	LD	Lee Davies	PW	Paul Williams
BB	Dr Bruce Bolam	LJ	Linda Jones	RB	Rhian Bond
CE	Clare Emmanuel	LP	Leighton Phillips	SA	Shaun Ayres
CSO	Committee Services Officer	ME	Matthew Edwards	SH	Sam Hussell
ER	Eldeg Rosser	MH	Mark Henwood	SM	Sophie Marr
HMH	Helen Morgan-Howard	NW	Nia Williams	SD	Simon Day
GS	Gareth Skye	DS	Dana Scott	SaD	Sara Davies

D Deferred

SO	Planning Goals	What we want to achieve (tangible outcomes – how do these align /fit with our current principal risks?)	How we expect to deliver this (actions)	Committee Alignment
Thriving Teams	Goal 1 – Healthy, thriving teams <i>Lead – Lisa</i>	<ul style="list-style-type: none"> • Sustainable workforce in hospitals and communities • Shape organisational culture • To celebrate success and promote innovation 	<ul style="list-style-type: none"> • Creating a positive workforce culture • Delivery of workforce stabilisation programme, in particular applying the approach to medical staff • Implementing the Research and Innovation Strategic Plan (2025 – 2030) 	PODCC
	Goal 2 – Customer Service Excellence <i>Lead – Sharon</i>	<ul style="list-style-type: none"> • To promote a culture of speaking up safely • Promote equality, diversity and inclusion • Provide excellent bilingual services 	<ul style="list-style-type: none"> • Compassionate experiences • Customer service excellence • Community connectedness 	QSEC
Healthier Communities	Goal 3 - '20Four7' population health <i>Lead – Ardiana</i>	<ul style="list-style-type: none"> • To reflect population health priorities that build in equality of opportunity and human rights, together with plans to reduce health inequalities 	<ul style="list-style-type: none"> • Strengthen prevention services • Advance population health programmes • Monitor performance 	SPC
	Goal 4 - Community by design	<ul style="list-style-type: none"> • To ensure that Hywel Dda has a clear vision and strategic direction that secures the long-term sustainability of the 	<ul style="list-style-type: none"> • Develop and deliver a primary care and community services strategic plan 	SPC

		organisation, both at local community and wider system levels		
	<i>Lead – Andrew</i>			
Great Care	Goal 5 – People First, Digital Always <i>Lead – Huw</i>	<ul style="list-style-type: none"> • To bring the benefits of digitisation and technological advances into healthcare • Create digital pathways between hospital, community and home • Support our staff with digital tools to deliver safe, effective, quality care 	<ul style="list-style-type: none"> • Delivery of Digital Strategic Plan • Progress digital, technology and AI adoption 	DDIC
	Goal 6 – Safe, timely, high quality care <i>Lead – Andrew</i>	<ul style="list-style-type: none"> • Ensure patient safety is a priority • Safe and sustainable planned care and community services • Promote high ethical standards • To act as a catalyst for change, providing independent and objective perspectives. This includes having the courage to speak up about any concerns • Improved experiences and outcomes for those using our urgent and emergency care services • Implementation of national Mental Health and Women’s Health strategies in Hywel Dda that meet local needs 	<ul style="list-style-type: none"> • Improve patient pathways, embed safety dashboard & remove clinical variation • Promote a way of working that is open, transparent and accountable • Deliver the programme commitments made as part of the Clinical Services Plan and Community by Design strategic delivery plan • Improve efficiency and productivity and reduce waste, harm and variation • Develop and deliver an Urgent and Emergency Care strategic delivery plan to improve standards, in line with the existing strategy, ahead of the new hospital network • Develop and deliver a flexible, open access mental health model in Hywel Dda 	FPC

			<ul style="list-style-type: none"> • Develop and deliver the Women's Health Plan for Wales in Hywel Dda • Implement Hywel Dda's learning disability transformation programme 	
Positive Futures	<p>Goal 7 - Future Orientated</p> <p><i>Lead – Ardiana</i></p>	<ul style="list-style-type: none"> • Connected and resilient communities • Establish how we will strengthen how we listen and incorporate the voice of our future generations 	<ul style="list-style-type: none"> • Embed the Principles of Social Model for Health & Wellbeing • Delivering our Decarbonisation Delivery Plan • Encourage collaboration with others 	SPC
	<p>Goal 8 - Fit for purpose, modern facilities and services</p> <p><i>Lead – Lee</i></p>	<ul style="list-style-type: none"> • Determine and implement sustainable models for services within the Clinical Services Plan programme • Deliver our Programme Business Case to develop fit for purpose and modern community and hospital facilities 	<ul style="list-style-type: none"> • Provide an addendum to our Programme Business Case to allow us to proceed with the development of community and hospital schemes • Develop the Clinical Services Plan to make changes to services, and consider other services that may need support, to allow us to provide safe and sustainable services for the future 	SPC