



**PWYLLGOR STRATEGAETH A CHYNLLUNIO
STRATEGY AND PLANNING COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	01 July 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Cluster Integrated Medium Term Plan (IMTP) Monitoring Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Jill Paterson, Director of Primary Care, Community and Long Term Care
SWYDDOG ADRODD: REPORTING OFFICER:	Laura Lloyd Davies, Cluster Development Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of the report is to present the Cluster Project Monitoring. The report provides assurances in respect of the work that has been undertaken by the Clusters in the 2024-25 financial year and provides information relating to the continued development of the projects.

Cefndir / Background

There are seven Primary Care Clusters in Hywel Dda University health Board (HDdUHB) working across the three Counties, namely Amman Gwendraeth Cluster (AG), Llanelli Cluster (LL) and Tywi/Taf Cluster (2Ts) in Carmarthenshire, South Ceredigion Cluster (SC) and North Ceredigion Cluster (NC) in Ceredigion and South Pembrokeshire Cluster (SP) and North Pembrokeshire Cluster (NP) in Pembrokeshire.

Clusters develop placed based care through Professional Collaboratives and Clusters. Collaboratives bring together General Medical Services, Community Pharmacy, Optometry, Nursing and Allied Health Professionals within their professional groups to assess population health needs and service transformation. Clusters are multi-disciplinary, including Professional collaborative Leads, Third Sector, Local Authority, Secondary Care and Community, that test innovative solutions and drive system change.

Across the seven Clusters, there were fifty-four projects identified for quarterly monitoring. Progress on Cluster projects is discussed at each quarterly Cluster meeting and through the monthly Locality Leads meeting.

Part 7, Schedule 3, Paragraphs 17 -19 of The National Health Service (General Medical Services Contracts) (Wales) Regulations 2023 sees the inclusion of GP Collaborative membership and the contribution to Clusters and Collaboratives being included within the core General Medical Services contract.

Asesiad / Assessment

Cluster Projects

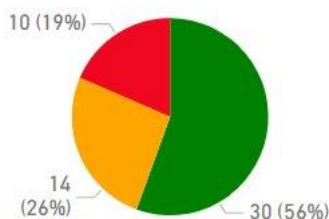
In looking at the current Cluster projects the Cluster data pack is central to the monitoring of Cluster project progression and is therefore key to future planning and service design. The Cluster data pack is presented quarterly at Locality Leads and is available to all Cluster Leads to support discussions on projects at Cluster meetings. The data is presented to offer assurance and to demonstrate project success as well as highlighting areas of concern.

All seven Clusters have engaged in a Trial Without Catheter (TWOC) project, six of the seven Clusters have one or more Mental Health projects ongoing and five of the Clusters have purchased more specialised Optometry equipment and have a First Contact Practitioner Physiotherapy Service (FCP). Other projects to note are Women's Health Clinics, Persistent Pain, Spirometry and Frailty.

The following information summarises these fifty-four projects initiated and managed by Clusters and is the current position in Quarter 4 for 2024/25.

Target

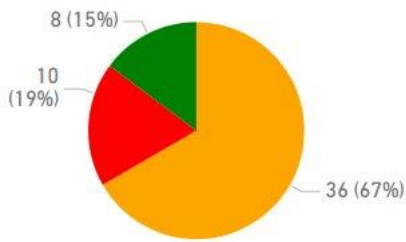
Across the seven clusters, 54 cluster projects are being monitored. A significant proportion of these (56%, 30 projects) are reporting on target (green) to achieve the outcomes identified. 26% of projects (14) are of concern (amber). 19% of projects (10) are of significant concern (red).



RAG Status	Status Indicates
Red	<p>A red indicator usually means one or more of the following:</p> <ul style="list-style-type: none"> -Significantly off target -A significant forecast overspend against budget of more than 5% -Delays against critical milestones of more than 4 weeks. -Significant problems with quality and expected benefits won't be realised -Significant lack of resources which cannot be resolved by the lead / service -Dissatisfaction or resistance from stakeholders
Amber	<p>An amber indicator usually means one or more of the following:</p> <ul style="list-style-type: none"> -Within 5% of target -A forecast overspend against the budget of no more than 5% -Delays against critical milestones of more than 2 weeks -Problems with quality, but in the main expected benefits will be realised -Lack of resources which can be resolved by the lead / service -Dissatisfaction or resistance from stakeholders, but this can addressed by the lead /
Green	<p>A green indicator usually means one or more of the following:</p> <ul style="list-style-type: none"> -On or above target -Forecast expenditure is on budget -Project on plan to complete on time -Quality at expected levels, the vast majority of expected benefits will be realised -No resource problems -Stakeholders engaged and satisfied

Trend

15% of projects (eight) have an improving trend (green). 67% of projects (36) are stable (amber). Only 19% of projects (10) are deteriorating / worsening (red).



The trend and target (RAG) information will be used to plot objectives on a risk grid (see below). This is used to identify where focused performance conversations are needed e.g, those falling within the green areas are progressing well and no attention is needed. However, those that fall within the red areas should be discussed and assessed to identify what resources / interventions are needed, or indeed if projects should continue if there is no feasibility of achieving their outcomes.

		RAG		
		Green	Amber	Red
Trend	Worsening	-	2	8
	Stable	25	9	2
	Improving	5	3	-

The following has been flagged for attention:

Red – of concern:

- Optometry Equipment (LL, NC, SC) – Data is not being received from the Optometrists in the 3 Clusters. PCSMs and the data team are establishing the reason the Microsoft Form is not sending/receiving the requested information.
- Papyrus – Delivery of Mental Health Services for Young People (TT) – Due to internal administration/ business matters at Papyrus the data has not been delivered to the Primary Care data team. Redundancies and a change in the administrative structure at Papyrus in Wales has resulted in the 2Ts Cluster exiting this project as the requirement for data collection was clear in the original procurement process.
- Physician Associate (NC) – Funding for the Physician Associate will cease in November 2025 as planned. The Primary Care team are currently evaluating the project in North Ceredigion and will produce the final report by the end of 2025. The project was originally developed on a time-limited basis to support the development of PAs in General Practice with a locally developed rotational training programme, and with the anticipation that PAs within the scheme would find employment amongst the Practices in which they were working. Unfortunately, this doesn't seem to have happened.

Cluster projects are not meant to be commissioned indefinitely with the aim to be testing new and innovative ways of working. It is important that when projects fail, for whatever reason, we take the learning and apply it to the future commissioning of projects.

Grey – projects finished:

- Dermatology Non-pigmented Lesion Clinic / Diagnostic Uncertainty (AG) – project started in 2019. Project ending May 2025 (AG)
- Trial without Catheter (AG, LL, TT, NC, SC, NP, SP) – project ceased in February 2025.
- PAPHYRUS (NC) – project ceased in February 2025.
- Partners for the Journey (Mind and CAB) (Pemps) – cluster project ended in March 2025, but will continue with Regional Integration Fund (RIF) funding.

Yellow – projects to be reviewed at Value and Sustainability Group:

- Children & Young People Mental Health Service including Jac Lewis Foundation (AG), Mind Llanelli (LL), Connecting Youth, Children & Adults (LL), PAPHYRUS (TT, NC), Area 43 (NC, SC)
- Generic Community Occupational Therapy / Physiotherapy Technician (AG, TT) and First Contact Practitioner Physiotherapy (LL, NC, SC, NP, SP)
- Persistent Pain Service (AG, NC)

2024/25 Cluster Financial Position

Each Cluster is allocated an annual budget based on the population size to be utilised on local population needs and service provision. The Primary Care Service Managers (PCSMs) routinely monitor the cluster budget position and meet monthly with their allocated Finance Business Partner. The table below sets out the annual budget allocated, and the end of year spend as at Month 12.

Cluster	24/25 Budget	EoY Spend
Amman Gwendraeth	£435,999	£430,709
Llanelli	£469,377	£474,335
Tywi/ Taf	£449,333	£417,552
North Pembrokeshire	£531,475	£483,831
South Pembrokeshire	£430,716	£427,821
North Ceredigion	£336,230	£335,581
South Ceredigion	£363,051	£359,646

Finance Data

This is the third quarter where finance data has been integrated with Cluster project reporting and as such, reporting is still being finessed. Several Clusters have monies that are unallocated to specific projects, which are therefore recorded as 'Spend Unknown'. These should be reviewed and updated with the Finance Business Partner.

Argymhelliad / Recommendation

The Committee is asked to:

- **NOTE** the process being taken to ensure progress of Cluster projects through the monitoring and evaluation process
- **NOTE** the new process of reporting finance data
- **NOTE** the final cluster project and financial position as at Month 12

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Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.4.1 Report formally, regularly and on a timely basis to the Board on Cluster activities.
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	All Planning Objectives Apply
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 5. Offer a diverse range of employment opportunities which support people to fulfill their potential 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol:	
Further Information:	
Ar sail tystiolaeth: Evidence Base:	Agendas and minutes of meetings 2024-25
Rhestr Termiau: Glossary of Terms:	Not Applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee:	Cluster Meetings Locality Leads

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Please refer to paper
Ansawdd / Gofal Claf: Quality / Patient Care:	Please refer to paper
Gweithlu: Workforce:	Please refer to paper
Risg: Risk:	Risks will be assessed as part of the ongoing monitoring of the Cluster Data Pack.
Cyfreithiol: Legal:	As above
Enw Da: Reputational:	Hywel Dda University Health Board needs to meet the targets set in order to maintain a good reputation with Welsh Government, together with our stakeholders, including our staff
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.