



COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 February 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategy and Planning Committee (SPC) Self-Assessment Report 2025/2026
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Joanne Wilson, Director of Corporate Governance/Board Secretary
SWYDDOG ADRODD: REPORTING OFFICER:	Charlotte Wilmshurst, Assistant Director of Assurance and Risk

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Ar Gyfer Penderfyniad/For Decision

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of the report is to present the outcome of the Strategy and Planning Committee Self-Assessment 2025/2026 process to the Committee.

Cefndir / Background

In line with Section 10.2.1 of Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups. Section 10.2.2 also states that each Committee must also submit an annual report to the Board through the Chair within six weeks of the end of the reporting year setting out its activities during the year and including the review of its performance and that of any sub-Committees it has established.

In addition to the annual Committee self-assessment process, after each meeting Independent Member (IM) Reflective Sessions take place to gather feedback and insights from Members on the meeting, in terms of what has gone well, what could have gone better, how quality has informed discussions, and issues that need to be raised at the Committee Chair's meeting. This feedback helps with the evaluation process and continuous improvement.

During previous years, Committee self-assessments have been based on a comprehensive review of feedback provided by the Committee Membership from the completion of a long questionnaire assessment. While these approaches provided valuable insights, they also led to survey fatigue and limited engagement. Feedback from a recent Corporate Governance Conference has highlighted the need for a proportionate process for assessment that avoids unnecessary complexity. This year's approach will streamline the assessment, focusing on critical governance behaviours and outcomes rather than exhaustive questionnaires.

This year's Committee self-assessment form focuses on five core areas of governance and assurance:

Strategic Oversight and Alignment

The Committee provides effective oversight of the development and delivery of the Health Board's strategy, ensuring alignment with Welsh Government priorities, population health prevention and wellbeing, and partnership objectives.

Integrated Planning and Integrated Medium-Term Plan (IMTP) Development

The Committee effectively oversees preparation and monitoring of IMTP and other strategic plans, ensuring they are realistic, affordable, and outcome focused.

Stakeholder Engagement and Collaboration

The Committee ensures that strategy and planning processes reflect strong engagement with patients, staff, partners, and the public, in line with the Well-being of Future Generations (Wales) Act.

Performance, Delivery and Impact

The Committee effectively monitors delivery of strategic objectives and transformation programmes, ensuring intended benefits and outcomes are achieved.

Capital Planning, Expenditure and Management

The Committee provides effective oversight and assurance on capital arrangements, including capital planning, prioritisation, expenditure control, and the management of the Health Board's capital programme.

Asesiad / Assessment

To improve response rates, taking into account that there is a process of continuous improvement through the IM Post Committee Reflective Sessions, a short questionnaire was circulated to members to gather feedback on five key areas for the Committee.

Respondents were asked to rate their level of agreement to five statements relating to key areas of focus for the Committee on a scale of 1–5. (1 - strongly disagree up to 5 – strongly agree) and to provide more information to support their rating.

Below are the statements relating to five key areas of focus for the Committee and the average ratings based on the responses received six (out of 11) responses were received (55% response rate).

Area and Statement	Average Rating
<p>Strategic Oversight and Alignment <i>The Committee provides effective oversight of the development and delivery of the Health Board's strategy, ensuring alignment with Welsh Government priorities, population health prevention and wellbeing, and partnership objectives.</i></p>	4
<p>Integrated Planning and IMTP Development <i>The Committee effectively oversees preparation and monitoring of the Integrated Medium-Term Plan (IMTP) and other strategic plans, ensuring they are realistic, affordable, and outcome focused.</i></p>	4
<p>Stakeholder Engagement and Collaboration <i>The Committee ensures that strategy and planning processes reflect strong engagement with patients, staff, partners, and the public, in line with the Well-being of Future Generations (Wales) Act.</i></p>	3.7

<p>Performance, Delivery and Impact <i>The Committee effectively monitors delivery of strategic objectives and transformation programmes, ensuring intended benefits and outcomes are achieved.</i></p>	3.8
<p>Capital Planning, Expenditure and Management <i>The Committee provides effective oversight and assurance on capital arrangements, including capital planning, prioritisation, expenditure control, and the management of the Health Board's capital programme.</i></p>	4.5

The following themes were provided:

What has gone well:

- Strong strategic focus and clarity of remit. Several respondents emphasised that the Committee has a clear remit across Strategy and Planning, with good oversight of strategic initiatives such as the Strategy Refresh, Clinical Services Plan (CSP) and Primary and Community Strategic Plan.
- Effective oversight of annual planning and IMTP development.
- Good stakeholder challenge and engagement awareness.
- Clear focus on performance, delivery and outcomes.
- Strong oversight of capital planning, strong reporting from the Capital Sub Committee and clear visibility of capital finance and major projects.
- Constructive Independent Member challenge.

What we want to strengthen going forward:

- Strengthen alignment between planning assumptions, resources and performance trajectories and the Well-being of Future Generations (Wales) Act.
- Quality and timeliness of papers to enhance our ability to scrutinise effectively and gain assurance that key milestones are met.
- Continuous stakeholder engagement across programmes.
- Clarifying the link between actions, outcomes and impact and the combined impacts of (benefits/challenges) of initiatives.
- Stronger challenge on capital spend alignment.
- Increased focus on strategic level scrutiny rather than operational.

Suggestions from Respondents

- Earlier visibility of key planning documents would strengthen the Committee's ability to scrutinise milestones and trajectories and form clearer expectations.

Overall Conclusion

The Committee is performing strongly, with high ratings across all domains. It demonstrates maturity and continuous improvement, and robust processes.

Area for improvement	By Whom	By When
Ensure report authors receive feedback on the quality of their papers being brought to Committee in order to improve and develop. More focus on the key themes such as risk, outcomes, impacts relating to patients etc.	Executive Leads	March 2026
Strengthen triangulation between planning assumptions, performance trajectories and resource implications. This	Executive Director of	April 2026

includes ensuring IMTP assumptions are fully aligned with finance	Strategy and Planning	
Strengthen assurance around stakeholder engagement and visibility of continuous engagement.	Director of Communications and Engagement	July 2026
Provide assurance that capital spend is aligned to strategic aims rather than adjusting plans to available capital.	Executive Director of Strategy and Planning	April 2026
Provide earlier sight of draft plans (strategic, IMTP, capital) to enable more robust scrutiny of milestones, trajectories and resource needs.	Director of Strategy and Planning	April 2026

Argymhelliad / Recommendation

The Committee is asked to:

- **CONSIDER** the outputs from the Committee Self-Assessment process and
- **AGREE** to the actions to be taken to improve its effectiveness.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committees performance and operation, including that of any sub-committees established. In doing so, account will be taken of the requirements set out in the NHS Wales Committee Handbook.1
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)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable

Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	SPC Terms of Reference SPC Self-Assessment digital form results
Rhestr Termiau: Glossary of Terms:	Included within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Archwilio a Sicrwydd Risg Parties / Committees consulted prior to Audit and Risk Assurance Committee:	Director of Corporate Governance Executive Director of Strategy and Planning

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No direct impacts
Ansawdd / Gofal Claf: Quality / Patient Care:	No direct impacts
Gweithlu: Workforce:	No direct impacts
Risg: Risk:	No direct impacts
Cyfreithiol: Legal:	No direct impacts
Enw Da: Reputational:	No direct impacts
Gyfrinachedd: Privacy:	No direct impacts
Cydraddoldeb: Equality:	No direct impacts