



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	Name of Meeting
	Board
	Date of Meeting
	28 March 2024
	Agenda item:
	4.1

Strategic Plan and Plan and Budgetary Control Framework 2024/25 – 2026/27

Executive lead:	Huw George, Deputy Chief Executive and Executive Director of Operations and Finance
Author:	Nathan Jones, Head of Strategy, Planning and Corporate Affairs

Approval/Scrutiny route:	Board discussions (December 23 and February 24) Executive Team approval on 20 March 2023
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Purpose

The purpose of this paper is to present our Strategic Plan, including refreshed strategic risks, and Financial Plan and Budgetary Control Framework 2024/25 – 2026/27 for approval. The following papers are included:

- Strategic Plan (IMTP) 2024-27
 - Annex A – Delivery of Mandate Letter Objectives
 - Annex B – Delivery of Ministerial Priorities
 - Annex C – Minimum Data Set (MDS)
- Financial Plan and Budgetary Control Framework 2024/25 – 2026/27
 - Appendix 1 – Strategic Capital

Recommendation:

APPROVE <input checked="" type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
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The Board is asked to approve our:

- Strategic Plan for 2024-27, including our refreshed strategic risks
- Financial Plan and Budgetary Control Framework 2024/25 – 2026/27



Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	Choose an item.
Strategic Priority/Well-being Objective	Choose an item.

Summary impact analysis

Equality and Health Impact Assessment	An Integrated Impact Assessment (IIA) of our strategy was undertaken and the learning and recommendations have informed the development of this plan. The assessment took into account: Equality Act 2010: The Socio-Economic Duty, Equality Act 2010: Public Sector Equality Duty, Well-being of Future Generations (Wales) Act 2015, Welsh Language (Wales) Measure 2011 and the Duty of Quality. This plan sets out how we will deliver year two of our strategy and has been informed by the learning and evidence gathered.
Risk and Assurance	As part of the development of our Strategy and Strategic Plan, we have reviewed and revised our organisational Strategic Risks. The draft risks are included within our Strategic Plan
Health and Social Care (Quality and Engagement) (Wales) Act	The Act has shaped and informed the development of our 24/25, including acting as a key driver to our integrated planning process. our approach to quality is set out within the plan, along with the action we will be taking to deliver our priority focused around delivering excellent public health services.
Financial implications	The financial implications are set out within the financial section of our plan and supporting Budget Control Framework.
People implications	The people implications are set out within the people section of our plan.



1. Purpose / situation

The purpose of this paper is to present our Strategic Plan, including refreshed strategic risks, and Financial Plan and Budgetary Control Framework 2024/25 – 2026/27 for approval. Our Strategic Plan sets out the actions that we will undertake over the next three years to deliver our strategy. The following papers are included:

- Strategic Plan (IMTP) 2024-27
 - Annex A – Delivery of Mandate Letter Objectives
 - Annex B – Delivery of Ministerial Priorities
 - Annex C – Minimum Data Set (MDS)
- Financial Plan and Budgetary Control Framework 2024/25 – 2026/27
 - Appendix 1 – Strategic Capital

The plans were approved by the Executive Team on 20 March 2024.

2. Background

In October 2023, our internal planning process commenced. This was focused on ensuring an integrated planning approach, which incorporated finance, workforce, quality, improvement, and risk. The approach is informed by year one of delivering our strategy and key legislation, including the Well-being of Future Generations Act and how we embed the Duty of Quality. In addition, we have utilised the Quality as an Organisation Strategy methodology to implement key planning improvements, particularly overall plan feasibility and the more robust identification of key delivery dependencies.

To inform the development of our plan for 2024/25, we have undertaken a rapid review of our existing objectives for each strategic priority. The review was led by our Priority Leads, with input from across the organisation, and has enabled us to identify additional key areas of focus for 2024/25, such as diabetes.

Significant engagement has been undertaken across the organisation to shape and inform the development of the key actions. A series of workshops have been held for each strategic priority, focused on our 2035 ambitions, and the key steps that we need to take over the next three years. In addition, several cross-organisational sessions have been held to review draft plans, assess feasibility, and identify key dependencies.

In December 2023, the Board discussed the development of our Strategic Plan and Financial Plan and Budgetary Control Framework 2024/25 – 2026/27. It was agreed that our refreshed plan would set out the actions over the next three years to deliver our strategy. It will be informed by the current strategic challenges and

opportunities facing Wales, and learning identified in year one of our strategy implementation.

On 15 February, the Executive Team held a Strategic Planning workshop, which brought together our plans for delivery, digital, resources and strategic risks. It provided an opportunity to assess our refreshed plans and our ambition considering current system challenges, plan feasibility, resourcing implications and our existing risks.

The specific requirements for developing plans are set out in NHS Wales Planning Guidance, which was issued by Welsh Government on 18 December 2023. On 14 February 2024, Public Health Wales also received a Mandate Letter from Welsh Government, setting out over 60 objectives to be delivered in 2024/25, along with detail on our current financial allocation.

3. Description

Strategic Plan (IMTP) 2024-27

Our Strategic Plan sets out, by our six strategic priorities, the actions that we will deliver over the next three years. It includes action around several emerging areas for 2024/25:

- ❖ Implementation of the Tackling Diabetes Together Programme and action around child poverty
- ❖ Development of a business case for National Lung Cancer Screening and implementation of a new service delivery model for DESW
- ❖ Development of a climate change surveillance system and implementation of our new Decarbonisation Action Plan
- ❖ Implementation of our Digital Route map, including data migration, systems developments, and automation/AI
- ❖ Implementation of Duty of Quality and Quality as an Organisational Strategy

An assessment of the plan has been undertaken, which shows that, compared to the 2023/24 plan, our strategic objectives and overall number of milestones have significantly reduced. This reflects work to improve the overall feasibility of the plan and ensure that we are focused on the key high-level actions that will have the greatest impact.

Alongside this, work has also been undertaken to develop our future Digital Routemap. This has been informed by development and learning over the last 18 months, particularly through the various discoveries that we have undertaken. It sets out, aligned with our broader plans, our key streams of digital work moving forward, including system developments, automation and AI, data migration and cyber improvements.



The plan also sets out how we will contribute to the Well-being of Future Generations Act, particularly the wellbeing goals and ways of working. Detail on these is provided under each of our strategic priorities. In addition, detail is provided in annex A and B in relation to how we will contribute to our Mandate Letter and Ministerial priorities.

Financial Plan and Budgetary Control Framework 2024/25 – 2026/27

The development of our Financial Plan and Budgetary Control Framework 2024/25 – 2026/27 has been integrated into the development of our Strategic Plan. It has been informed by our indicative financial allocation, which was received on 02 February, and key Welsh Government financial principles.

It sets out our revenue and capital financial plan for 2024/25 – 2026/27, along with budgetary control framework that will be applied for the financial year. It sets out our core allocation, information on our COVID Sustainability Plan, non-core funding and anticipated funding not yet confirmed. In addition, information is provided on cost pressures, efficiency savings and our capital plan. Information is also provided on our financial risks.

Strategic risk refresh

As part of the development of our plans for 2024/25, we have undertaken a review of our strategic risks. Our current strategic risks were developed alongside our Strategic Plan for 2023/24. It was recognised, at the time, that we would regularly review them to ensure that they were still appropriate in light of progress in year one and our external operating environment. This work is a key element in the implementation of our Enterprise Risk Management approach and delivery of our Risk Management Development Plan.

Our strategic risk review process has involved discussions with each risk owner, where we have considered the risks and underpinning mitigating actions, in light of key external and internal changes and developments. This has identified a number of potential changes, which were discussed in the context of our draft plans at the Executive Team Strategic Planning workshop held on 15 February.

The refreshed strategic risks are included in section 4.4 of our Strategic Plan.

4. Recommendation

The Board is asked to approve our:

- Strategic Plan for 2024-27, including the supporting Minimum Data Set
- Financial Plan and Budgetary Control Framework 2024/25 – 2026/27