



**Agenda Item**

5.4.2

**CTM Health Board**

**Highlight Report from the Strategic Development Committee**

<b>Dyddiad y Cyfarfod / Date of Meeting</b>	27/11/2025
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public Not Applicable
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<b>Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor</b>	Claire Thompson, Executive Director of Strategy & Transformation

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Noting
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<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)</b>		
<b>Committee / Group / Individuals</b>	<b>Date</b>	<b>Outcome</b>
(Insert Details)	Click or tap to enter a date.	

<b>Acronyms / Glossary of Terms</b>	
CTM	Cwm Taf Morgannwg
EPMA	Electronic Prescribing and Medicines Administration

## 1. Introduction

- 1.1 This report had been prepared to provide the Board with details of the key issues considered by the Strategic Development Committee at its meeting on 1 October 2025.
- 1.2 Key highlights from the meeting are reported in section 3.

## 2. Purpose of this Meeting

- 2.1 In summary, the purpose of the Strategic Development Committee is to:
- Provide evidence based and timely strategic assurance to the Board to assist it in discharging its functions and responsibilities with regard to the:
    - Strategic direction;
    - Strategic planning and associated investments;
    - Long term financial sustainability
    - Setting our Culture;
    - People retention and succession planning.
  - Scrutinise strategic risks on the Board Assurance Framework and their impact upon CTMUHB's ability to deliver its strategic ambitions.
  - Provide assurance to the Board in relation to strategic decision-making, ensuring it is supported with a robust understanding of risks in relation the achievement of organisational goals and strategic objectives.
  - Provide assurance to the Board that, wherever possible, CTMUHB plans are aligned with partnership plans developed with Regional Partners, Local Authorities, Universities, Collaboratives, Alliances and other key partners.

## 3. Highlight Report

### Alert / Escalate

The Committee would like to **alert** the Board to the following:

A sobering update was received on **Health Care Inequalities** which highlighted that health inequalities in CTM are significant, with people in deprived areas living shorter, less healthier lives. It was identified that inequalities are evident across multiple health conditions, including mental health, cancer, and COVID-19, with deprived populations experiencing higher rates of illness, hospital admissions, and mortality.

Strategic and policy frameworks support tackling these inequalities were explained, however, the challenge to the Committee and wider Health Board was to routinely apply an inequalities lens to CTM data and service transformation. In indicating the next steps, the



	<p>presentation highlighted the need for practical steps, innovation, and explicit strategies to address inequalities, emphasising the need for measurable impact and collective action across CTM and its partners.</p>
<b>Advise</b>	<p><b>Adulthood Living Well Strategy</b> was a spotlight presentation to the Committee and highlighted the “three P’s – (Promote, Prevent, Prepare)” policy to support patients waiting for care and the success of the hepatitis C elimination programme in Parc Prison, both showing significant progress through partnership, data-driven improvements, and patient engagement initiatives.</p> <p>The <b>Strategic Clinical Services Plan Update</b> was noted by the Committee, recognising that a detailed presentation was received at the Public Board meeting on the 25<sup>th</sup> September 2025, and therefore attention was drawn specifically to the foundational products required for a number of strategic change programmes for Members consideration.</p> <p>In relation to the <b>Diabetes 5yr Strategic Plan</b> – the Committee received an overview of diabetes prevalence in CTM and the long-term complications and costs associated with diabetes, emphasising the importance of prevention and effective management. The update also covered current initiatives across prevention, early diagnosis, treatment optimisation, and end-of-life care, highlighting the busy and multi-disciplinary nature of diabetes work in the region. The Committee were advised that the strategic plan’s high-level objectives are aligned with national programs, focusing on prevention, reducing poor outcomes, and improving equitable service provision. The plan was endorsed by the Committee for Board approval.</p> <p>The <b>Digital and Data Transformation Programme Update</b> outlined the transformation progress with the support of CTM’s Strategic Partner to deliver the Health Board’s Strategy. Attention was drawn to the focus on ensuring that there is a robust digital infrastructure, cyber security, safe data storage, and improved interoperability with both national and third-party systems. Key challenges in terms of leveraging current programmes to drive change, supporting the shift to community care, and joining up digital initiatives across the CTM was highlighted, as well as the challenges faced around workforce capability and technical resource constraints. Digital inclusion and upskilling the workforce were identified as priorities within the report, with current programmes like EPMA being used to enhance digital capability. The upcoming</p>



delivery programmes were also noted and the ongoing work to align digital investments with IMTP planning was reiterated.

The presentation of the **Director of Public Health Annual Report for 2024-2025** focussed on the importance of early years (preconception to school readiness) for long-term health outcomes. The activity underway within CTM and the significant challenges faced by the Health Board, such as high maternal smoking, obesity, low birth weight, poor breastfeeding rates, childhood obesity, and dental health issues were noted. In concluding the update, it was recognised that the report calls for improved regional coordination and multi-agency action, aligning with the upcoming regional partnership strategy for babies, children, and young people. The report was endorsed by the Committee for Board approval.

The **Health Protection Strategic Update** highlighted the following points to the Committee:

- The public winter vaccination programme has launched, with staff vaccination progressing well and a focus on addressing inequalities in uptake.
- Innovative engagement with community leaders is underway to boost vaccination awareness and participation.
- National pandemic planning (Operation Pegasus) is ongoing, with learning being captured, and the COVID-19 inquiry is relevant to children and young people.
- Health protection team capacity has improved; however, challenges remain with recruitment and funding parity compared to other health boards, impacting areas like out-of-hours support and partnership work.
- A multi-agency risk log has been developed, and further funding requests will be made to Welsh Government.

**Climate Action Update** – the update provided the Committee with a detailed update on Climate action and the Carbon Emission Report for 2024-2025 which was submitted to Welsh Government by the deadline of the 1 September. The update provided a summary of the significant action across the decarbonisation programme over the past year. The update also captured the response to the findings of the NWSSP Internal Audit Services report on Decarbonisation which was undertaken during the year. The progress and development of the Strategic Delivery Plan (SDP) which was available to the Committee in its draft form was also outlined. The Committee commended CTM's Sustainability Manager and the Estates and Facilities Team for leading this area of activity.



<b>Assure</b>	<p>A <b>“Building Healthier Communities” Strategy Deployment</b> update was welcomed by the Committee which presented a proposal for a central strategy deployment framework to better connect the organisation’s vision and goals with frontline activities, aiming to create a clear “golden thread” from strategy to delivery. Recognising the work already undertaken the presentation provided clarity on the sequencing, and engagement across the organisation, with further work planned on management systems and performance accountability.</p> <p>The <b>Strategic Financial Planning and Impact – outputs from programme budgeting</b> report described how the Committee could receive assurance on the longer term strategic finance position by providing a more strategic review of how the Health Board allocates and applies its resources over a longer period and if the direction of travel is consistent with the broader strategy of the Health Board. The Committee supported the following programme of reporting which will provide a longer-term view of where the Health Board incurs expenditure, how that is changing and where CTM’s strategy is taking the Health Board. It was also welcomed that the following reports would be presented individually to the Committees over the course of a year, and be updated annually to assess what changes have been reported along with the Financial Plan and planning assumptions as part of our Integrated Medium Term Plan (IMTP).</p> <ul style="list-style-type: none"><li>• <i>Programme Budget Review Report – October 2025 Meeting</i></li><li>• <i>IMTP Financial Planning Assumptions – February 2026 Meeting</i></li><li>• <i>Locality Based Resource Utilisation Report – May 2026 Meeting</i></li><li>• <i>Healthcare Sector Based Resource Utilisation Report – August 2026 Meeting</i></li></ul> <p>The <b>Strategic People Plan</b> update provided the Committee with an update following its launch and the focus on communications and engagement over the past three months to ensure staff awareness and involvement. The Committee were made aware of the efforts to maintain co-development, including a live microsite, visual communications, and direct invitations to all line managers for briefing sessions co-delivered by Executive Colleagues, Trade Unions, and Care Group Leaders. The Committee were delighted to note the early deliverables, which include a new people services telephone line, a line manager reference group, bite-size management development sessions, “you said, together we did” communications, appointment of Speaking Up Safety Guardians, anonymous reporting systems, the success of the first Seren Award Event, and a new people metrics dashboard. It was noted that whilst these are mostly tactical actions, they demonstrate momentum, and further updates on the strategic focus will be provided to the</p>
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	<p>committee every six months as to the output measures and success of the actions being taken.</p> <p><b>Integrated Medium Term Plan – Assurance on Process for 2026-2027</b> – the Committee were assured that there is a structured plan and timeline in place for the IMTP 2026-2027 development. Challenges were acknowledged in terms of achieving ministerial requirements whilst still maintaining the transformational change programmes. The Committee noted the process is being adapted based on feedback from Welsh Government and discussions internally. The Committee acknowledged the risks and challenges to delivery of a balanced financial plan.</p>
<p><b>Inform</b></p>	<p><b>Estates Strategic Update</b> – Whilst captured on the agenda the Committee noted that this item had been deferred to February 2026 as CTM is developing its Strategic Clinical Services Plan and that this plan is integral in establishing the future Estates requirement of the Health Board and it is this which will inform the Estates Strategy. It was noted that in the absence of Estates Strategy, the rolling 3-year plan for estates is managed and articulated within the IMTP.</p> <p><b>Regional Partnership Board (RPB) Update</b> - The Committee welcomed the update which summarised how the RPB is focussing on standardising and stratifying measurements across organisations. It was noted that the framework aims to align strategy deployment with population health outcomes, using a performance delivery matrix based on wellbeing, safety, healthy lifestyles, and independent living. It was acknowledged that further work is needed on the content of the matrix, however, the Committee recognised this as an opportunity to connect strategic efforts to long-term health determinants and resource allocation.</p> <p><b>Public Services Board (PSB) Update / PSB Annual Report</b> – the Committee acknowledged that the PSB has gained new momentum under its new chair, with active development of workstreams. It was noted that the CTM is leading initiatives on climate resilience and infrastructure pinch points and is involved in projects on active travel and food resilience.</p> <p>The Committee noted that the <b>Primary Care and Transformation Programme Update</b> was also received in detail at the Public Board Meeting on the 25<sup>th</sup> September 2025 and therefore this was removed from the agenda to avoid duplication.</p>



	<p>The Committee supported the actions for closure on the <b>Action Log</b> and noted that the remaining open actions were either being dealt with on the agenda or are on track for completion.</p> <p>The following items were <b>Approved</b> on the <b>Consent Agenda</b>:</p> <ul style="list-style-type: none"> <li>Unconfirmed minutes of the Strategic Development Committee held on the 3 July 2025.</li> </ul> <p>The following items were <b>Noted</b> on the <b>Consent Agenda</b>:</p> <ul style="list-style-type: none"> <li>Strategy Group Updates</li> <li>Committee Annual Cycle of Business</li> <li>Committee Forward Work Plan</li> </ul>
<b>Appendices</b>	Not applicable.

#### 4. Assessment

Objectives / Strategy	
<b>Dolen i Nod (au) Strategol BIP CTM / Link to CTMUHB Strategic Goal(s)</b>	Sustaining Our Future
	If more than one applies please list below:
<b>Dolen i Feysydd Strategol BIP CTM / Link to CTMUHB Strategic Areas</b>	Living Well
	If more than one applies please list below:
<b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals</b> <a href="#">150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales)</a>	A Healthier Wales
	If more than one applies please list below:
<b>Dolen i Hwyluswyr Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))</b>	Whole-systems Perspective
	If more than one applies please list below:
<b>Dolen i Feysydd Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))</b>	Effective
	If more than one applies please list below:
<b>Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)</b>	Yes - Refine
	If more than one applies please list below:

#### Impact Assessment



<b>Ansawdd</b> <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> <b>Quality</b> <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below: Not Applicable due to the nature / purpose of this Highlight Report.
<b>Cydraddoldeb a'r Gymraeg</b> <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb a'r Gymraeg? /</i> <b>Equality and Welsh Language</b> <i>Have you undertaken an Equality and Welsh Language Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome for Equality (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE  Outcome for Welsh Language (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE	If no, please include rationale below:  Not Applicable due to the nature / purpose of this Highlight Report.
<b>Cyfreithiol / Legal</b>	There are no specific legal implications related to the activity outlined in this report.	
<b>Enw da / Reputational</b>	There is no direct impact on the reputation of the Health Board as a result of the activity outlined in this report.	
<b>Effaith Adnoddau</b> <i>(Pobl / Ariannol) /</i> <b>Resource Impact</b> <i>(People / Financial)</i>	Yes (Include further detail below)	
	There are areas of the updates within the Highlight Report which refer to financial / resource challenges.	

## 5. Recommendation

- 5.1 The Board is asked to **NOTE** the highlights outlined in section 3 of this report.