Strategic Development Committee – Annual Cycle of Committee Business

(1st January 2026 to the 31st December 2026)

The Annual Cycle of Committee Business has been developed to help plan the management of Committee matters and facilitate the management of agendas and committee business. The Annual Cycle of Committee Business will be complemented by a "Non-Routine Committee Business (Forward Plan)" for 'one-off' Adhoc items raised during the course of meetings.

The role of the Committee is set out in CTMUHB's standing orders and the Terms of Reference, both of which are available here: Standing Orders & Standing Financial Instructions - Cwm Taf Morgannwg University Health Board (nhs.wales)

The Operational Delivery Committee meets at **least 4 times per annum**.

Committee Chair:	**Committee Vice Chair**	**Executive Leads for Agenda Planning**
Kath Palmer, Vice Chair		• Claire Thompson, Executive Director of Strategy & Transformation

Link to Board Assurance Framework Dashboard

Creating Health Strategic Goal aligned to Committee Business
- Reducing Health Inequalities
- Equal focus on Mental Health and Physical Health
- Supporting our communities
- Being a Healthy Organisation

Items of Business	Executive Lead / Or External Representative	Reporting Frequency	Feb		May		Aug		Nov		Consent Agenda	Main Agenda	Prior Reporting Requirements e.g. EMB/OMB	Onward Reporting into Board *(Outside of the Highlight Report)*	Alignment to Strategic Risks On the BAF
CTM2030: Building Healthier Communities Together Strategy – Strategy Deployment Update	Executive Director of Strategy & Transformation	Twice Per Annum									x		Yes	Yes	All Strategic Risks
Work Plans of the Strategy & Transformation Work Groups to support BHC Together to include Corporate Projects such as *Diabetes, Frailty Anchor Organisation (to be confirmed at Agenda Planning)*	Executive Director of Strategy & Transformation	All Regular Meetings to be agreed in agenda planning.	Health Housing & Partnership		Starting Well and Growing Well – Diabetes		Living Well		Project Closure report for Feb 2027 meeting		x		No	No	• Strategic Risk 2 • Strategic Risk 4 • Strategic Risk 8 • Strategic Risk 11
Population Health Strategic Delivery Plan (formally titled the Population Health Enabling Plan) – *Deployment Update -*	Executive Director of Public Health	Twice Per Annum									x		No	No	• Strategic Risk 8

Output Measures and Success															
Obesity Pathway Innovation Programme - learning for evolving weight management systems	Executive Director of Public Health	Twice Per Annum													•

Strategic Initiatives															
Strategic Initiative: Regional Working Forward Look *To include:* • *Regional Partnership Board Update* • *Public Services Board Update* • *Area Planning Board Update*	Executive Director of Strategy & Transformation (Supported by RCT Lead) (For RPB) Executive Director of Public Health for APB and PSB	All Regular Meetings										X Potential for Consent depending on report detail		No	No	• Strategic Risk 4 • Strategic Risk 11

Improving Care Strategic Goal aligned to Committee Business • Delivering Safe and Compassionate Care • Developing new models of care • Digital Transformation for patients and staff • Ensuring timely access to care															
Items of Business	**Executive Lead / Or External Representative**	**Reporting Frequency**	**Feb**		**May**		**Aug**		**Nov**		**Consent Agenda**	**Main Agenda**	**Prior Reporting Requirements e.g. EMB/OMB**	**Onward Reporting into Board** *(Outside of the Highlight Report)*	**Alignment to Strategic Risks On the BAF**
Board Assurance Framework *Strategic risks aligned to the Committee only*	Director of Corporate Governance / Board Secretary	All Regular Meetings									X		Yes	Yes	N/A
Digital and Data Enabling Plan – *Deployment Update - Output Measures and Success*	Director of Digital	Twice Per Annum									X		No	No	• Strategic Risk 5
~~**Quality Enabling Plan – Deployment Update - Output Measures and Success**~~	~~Executive Director of Nursing~~	~~Twice Per Annum~~											~~No~~	~~No~~	~~• Strategic Risk 2~~
Strategic Initiatives															
Strategic Clinical Services Plan Updates: *To include:*	Executive Director of Strategy & Transformation	All Regular Meetings - Topics to be identified in			Focus on Primary		Focus on		Focus on ICCS		X		No	No	• Strategic Risk 1 • Strategic Risk 2

• *Fragile services / reconfigurations* • *Primary & community care transformation & Integrated community care services* • *Mental Health Transformation*	Chief Operating Officer	Agenda Planning and rotated			Care & ICCS		Fragile Services								• Strategic Risk 11
Regional Working for Clinical Services Updates: *To include:* • *Llantrisant Health Park* • *Clinical Services Plans (ortho, ophthalmology, stroke, diagnostics, pathology)*	Executive Director of Strategy & Transformation Chief Operating Officer	All Regular Meetings – Topics to be identified in Agenda Planning	✓		✓		✓		✓		X	✓	No	No	• Strategic Risk 1 • Strategic Risk 2 • Strategic Risk 4 • Strategic Risk 11
Strategic Business Cases for endorsement for Board Approval	Executive Lead assigned to topic area	All Regular Meetings – Consider at Agenda Planning as to whether the item is needed.	✓		✓		✓		✓		X	✓	Yes	Yes	Topic dependent.

Inspiring People Strategic Goal aligned to Committee Business • Visible and inspiring leadership • Promoting diversity and inclusion • Embedding our values and behaviours • Encouraging local employment																
Items of Business	**Executive Lead / Or External Representative**	**Reporting Frequency**	**Feb**		**May**		**Aug**		**Nov**		**Consent Agenda**	**Main Agenda**	**Prior Reporting Requirements e.g. EMB/OMB**	**Onward Reporting into Board** *(Outside of the Highlight Report)*	**Alignment to Strategic Risks On the BAF**
Strategic Equality Plan Approval	Executive Director for People	Annually									X		Yes	Yes	• Strategic Risk 2 • Strategic Risk 4 • Strategic Risk 7
People Plan *Deployment Update - Output Measures and Success (2027 update to include how the plan supports staff through transformation and organisational change)*	Executive Director for People	Twice per Annum									X		No	No	• Strategic Risk 2 • Strategic Risk 3

Sustaining our Future Strategic Goal aligned to Committee Business • Becoming a green organisation • Ensuring our services have financial sustainability • Embedding value-based healthcare • Ensuring our estate is fit for the future																
Items of Business	**Executive Lead / Or External Representative**	**Reporting Frequency**	**Feb**		**May**		**Aug**		**Nov**		**Consent Agenda**	**Main Agenda**	**Prior Reporting Requirements e.g. EMB/OMB**	**Onward Reporting into Board** *(Outside of the Highlight Report)*	**Alignment to Strategic Risks On the BAF**
Financial Position update (underlying position / longer term lens)	Executive Director of Finance	All Regular Meetings	⚑		⚑		⚑		⚑		X	⚑	Yes	Yes	• Strategic Risk 9
Financial Position update (Report on available benchmarking information to be shared)	Executive Director of Finance	Annually					⚑						No	No	• Strategic Risk 9
Integrated Medium Term Plan (3 Year Do Nothing Scenario) Sign Off	Executive Director of Strategy & Transformation Executive Director of Finance	Annually	⚑								X	⚑	Yes	Yes	• Strategic Risk 2 • Strategic Risk 8 • Strategic Risk 9 • Strategic Risk 10 • Strategic Risk 11
Annual Planning Maturity Self-Assessment	Executive Director of Strategy & Transformation	Annually							⚑ **Defer to February 2027**		X	⚑	Yes	No	• Strategic Risk 2 • Strategic Risk 8 • Strategic Risk 9 • Strategic Risk 10 • Strategic Risk 11
Estates Enabling Plan – *Deployment Update - Output Measures and Success*	Executive Director of Finance	Annually for 26/27 only. Twice per annum from 27/28							⚑ Defer to February 2027		X	⚑	No	No	• Strategic Risk 6 • Strategic Risk 10
Climate Action Plan *(Endorse Annual Plan Submission and Carbon Emissions Submission to WG)*	Executive Director of Strategy & Transformation	Twice per Annum	⚑ Annual Plan						⚑ Carbon Emission**s**				Yes	Yes	• Strategic Risk 7

Healthy Travel Plan *Deployment Update - Output Measures and Success*	Executive Director of Strategy & Transformation	Annually					Defer to Nov 26		Defer to 2027		X		Yes	Yes	• Strategic Risk 7 • Strategic Risk 8
Annual Review of the Wellbeing of Future Generation Act Statement & Objectives Review and Endorsement for Board	Executive Director of Public Health	Annually									X		Yes	Yes	• Strategic Risk 7 • Strategic Risk 8 • Strategic Risk 10 • Strategic Risk 11
Business Continuity Planning (EPPR Annual Compliance Statement – Outlining Strategic Responsibility	Executive Director of Strategy & Transformation	Annually									X		Yes	Yes	• Strategic Risk 1 • Strategic Risk 4

Governance /Committee Business Governance Activity
- To support a strong governance framework to support effective and efficient Board Business.
- Creating a culture of integrity, transparency, and accountability

Items of Business	Executive Lead / Or External Representative	Reporting Frequency	Feb		May		Aug		Nov		Consent Agenda	Main Agenda	Prior Reporting Requirements e.g. EMB/OMB	Onward Reporting into Board
Action Log	Director of Corporate Governance / Board Secretary	All Regular Meetings									If all actions are complete	If there are actions in progress / overdue actions	N/A	N/A
Minutes of the previous meeting (Public and Closed Session)	Director of Corporate Governance / Board Secretary	All Regular Meetings										X	N/A	N/A
Non-Routine Committee Business (Forward Plan)	Director of Corporate Governance / Board Secretary	All Regular Meetings										X	N/A	N/A
Annual Cycle of Business	Director of Corporate Governance / Board Secretary	All Regular Meetings									Except for the annual review in November	Annual Review only	N/A	N/A
Committee Annual Report	Director of Corporate Governance / Board Secretary	Annually					**2026**				X		N/A	Yes
Outcome of Annual Committee Self-Assessment	Director of Corporate Governance / Board Secretary	Annually					**2026**				X		N/A	N/A

Terms of Reference Review	Director of Corporate Governance / Board Secretary	Annually					**2026**				X		N/A	Yes – via the Committee Highlight Report

CTMUHB Board Assurance Framework Dashboard

Risk no	Strategic Goal	Strategic / Principal Risk	Lead(s) for this risk	Assurance committee
1.	Improving Care, Sustaining our Future  Click Here for Risk 1a Click Here for Risk 1b	**a) Enough capacity to meet elective demand** **b) Enough capacity to meet emergency demand**	Chief Operating Officer	Quality, Safety & Experience Committee and Operational Delivery Committee
2.	Improving Care, Sustaining our Future  Click Here for Risk 2	**Ability to deliver improvements which transform care and enhance outcomes**	Executive Director of Nursing / Executive Medical Director	Quality, Safety & Experience Committee and Operational Delivery Committee
3.	Sustaining our Future, Improving Care and Inspiring People  Click Here for Risk 3	**Enough workforce to deliver the activity and quality ambitions of the organisation** *(Including Culture, Values and Behaviours)*	Executive Director for People	Quality, Safety & Experience Committee and Operational Delivery Committee
4.	Creating Health, Sustaining our Future  Click Here for Risk 4	**Effective Community and Partner Engagement in service changes and developments**	Director of Communication, Engagement & Fundraising	Strategic Development Committee
5.	Improving Care, Sustaining our Future  Click Here for Risk 5	**Delivery of a digital and information infrastructure to support organisational transformation**	Director of Digital	Operational Delivery Committee and Strategic Development Committee
6.	Improving Care, Sustaining our Future  Click Here for Risk 6	**Ability to maintain a safe and fit for purpose estate infrastructure**	Executive Director of Finance	Operational Delivery Committee
7.	Sustaining our Future, Creating Health  Click Here for Risk 7	**Fulfilling our Environmental and Social Duties and ambitions**	Executive Director of Strategy & Transformation	Strategic Development Committee
8.	Creating Health, Sustaining our Future  Click Here for Risk 8	**Prevention and early Intervention to support Healthy Life Expectancy**	Executive Director of Public Health	Strategic Development Committee
9.	Sustaining our Future  Click Here for Risk 9	**Failure to deliver a sustainable plan and manage revenue resources within the Revenue Resource limits set by Welsh Government (WG)**	Executive Director of Finance	Operational Delivery Committee
10.	Sustaining our Future, Improving Care  Click Here for Risk 10	**Ability to develop a fit for the future estate to reflect our future clinical service model**	Executive Director of Finance	Strategic Development Committee
11.	Creating Health, Sustaining our Future, Improving Care  Click Here for Risk 11	**Delivery of an Integrated Care Model**	Chief Operating Officer	Strategic Development Committee