Agenda item 6.2	10 November 2026	Strategic Development Committee	CTM 2030: Building Healthier Communities Together – IMTP

Report Details:	
FOI Status:	Please select: Open (Public)
If closed please indicate reason:	Not applicable
Prepared By: *If you do not wish for your name to be included in the public domain, please only include your job title*	Elizabeth Beadle
Presented By: *If you do not wish for your name to be included in the public domain, please only include your job title*	Claire Thompson and Sally May
Approving Executive Sponsor:	Claire Thompson Sally May
Report Purpose	Please Select: For discussion and approval
Engagement undertaken to date:	DLG August and September and EMB September

Impact Assessment:	
Indicate the Quality / Safety / Patient Experience Implications:	The IMTP is related to all aspects of quality and safety
Related Health and Care Standard	Accountability
Equality and Welsh Language *Have you undertaken an Equality and Welsh Language Impact Assessment Screening?*	No – will be done at service level
Are there any Legal Implications /Impact.	No
Are there any resource (capital/Revenue/Workforce Implications / Impact?	Yes Delivery of the IMTP will have resource implications
Link to Strategic Goals	Please Select: Sustaining Our Future Inspiring People Improving Care Creating Health

IMTP update and context

- The board approved the current IMTP covering the period 2026-2029 on 26th March 2026. Welsh Government has approved this plan subject to accountability conditions which are awaited.
- The quarter one and quarter two delivery reports for 2026-27 identifies that:

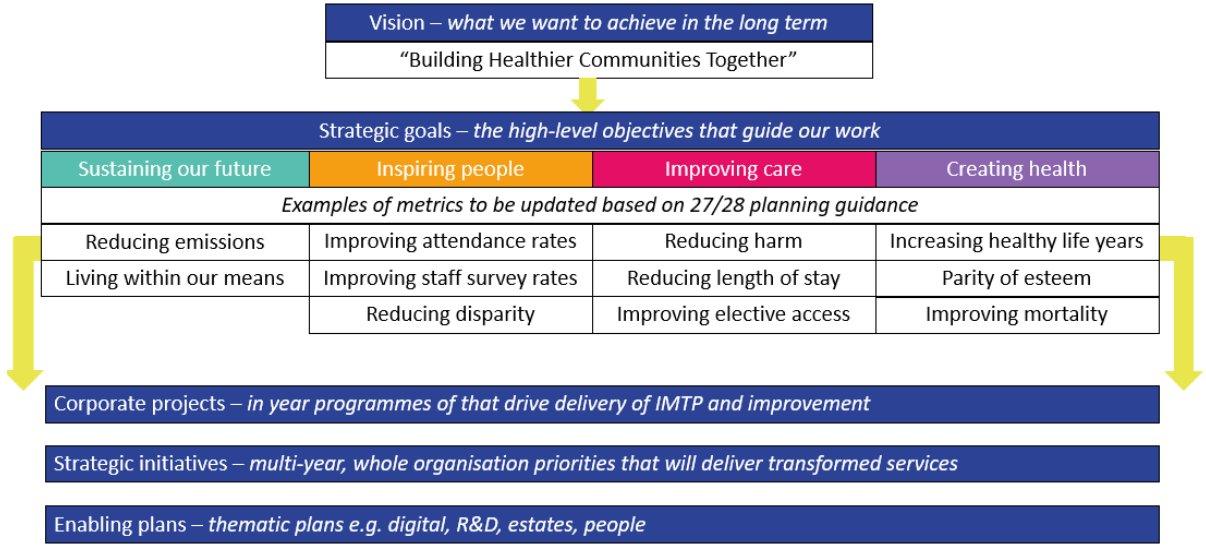
1. While progress continues across all portfolios, the performance metrics demonstrate a mixed picture, with some off trajectory. As noted in the planning process, not all performance requirements are deliverable in year.
2. There remain risks to the delivery of the expected year-end financial position for 2026-2027 which will impact on the plans for the 2027-2030 period.

- The financial context remains extremely challenging with a potentially more challenging allocation anticipated in 2027-28.
- The expectation is that existing planning and performance requirements will remain extant. The planning and performance frameworks for 2027-28 are not expected until later into the planning cycle. Pending issue of these policy documents, the Health Board's internal framework has been developed to support planning.

Planning approach 2027-2030

The forthcoming plan presents the delivery of our plans to 2030, which aligns with the delivery date of our CTM 2030 commitments and our organisational vision of building healthier communities together.

Focus will be on progress aligned to our corporate goals using our strategy deployment framework:



Financial Strategy

The key underlying financial strategy objectives remain as follows:

- To achieve breakeven in each financial year and to gradually reduce the level of recurrent deficit to achieve recurrent breakeven over a reasonable timeframe.
- To achieve year on year reductions in premium workforce costs and premium planned care costs.
- To achieve year on year improvements in efficiency, quality and value (outcomes relative to cost), including through population health management initiatives.
- To utilise financial improvement to re-invest in improving service quality and outcomes wherever possible.
- To achieve closer alignment over time between the needs-based formula funding allocations from WG, and our actual use of resources, and so improve equity of resource use.

To achieve the financial break-even position required to meet the statutory financial duties of the Health Board, the full financial challenge will need to be met with savings plans. For the IMTP planning purposes pending confirmation of the funding settlement for NHS Wales, the Health Board is using the Medium Case Scenario, which will require savings of £119m over the 3 years:

	2027/28	2028/29	2029/30	Total
Savings Requirement £'m	49.9	35.4	33.6	118.8

Internal planning assumptions

Planning assumptions developed and tested with DLG, ELG and EMB have been refined as set out below.

* All plans must align to strategy deployment framework and future vision for our model of care.

- Financial context will remain challenging – requirement for £49.9m of savings has been built into the planning assumptions and notional allocations included in the internal planning framework.
- Provisional delivery assumptions:
  - Ongoing requirements for urgent and emergency care are anticipated to remain extant – e.g. continued progress towards ED targets and the Six Goals Policy Framework requirements.
  - Planned care will require a minimum of maintenance of 104 weeks and N/OP requirements.
  - Indications of a focus on 78 weeks to be built into our forecasts.
  - Ongoing focus on cancer
  - New quality requirements likely to continue
  - Population health requirements (paediatric weight, addressing inequalities vaccination)

Specific Matters for Consideration:

- The final version of the internal planning framework is appended.
- This framework is founded on progress towards delivery of the organisational strategy within the financial envelope. There is a recognition that the challenging financial position will mean the plan must focus on managing within existing resource, delivering savings, and seeking to reduce or stop activities identified as lower value.
- Care groups and corporate teams are working on plans which will be reviewed and tested by the IMTP steering group.
- The anticipated later receipt of the NHS Wales Planning Framework is a concern; however, plans will be developed taking into account any early intelligence from Welsh Government.
- Updates will be provided to EMB on a regular basis through the planning cycle.

Key Risks / Matters for Escalation:

- The key risks to delivery of a balanced plan which meets organisational objectives are:

1. The impact of the current and anticipated financial position.
2. Resource constraints and service fragility.
3. Inability to fully invest in priority areas identified for the current plan due to resource constraints.

- The strategy deployment framework will drive prioritisation to maximise use of resources and progress towards the future service model.
- Early focus on savings plans will enable schemes to be more robustly tested. This will provide greater assurance for planning and facilitate earlier delivery in the next financial year.

Recommendation

The Strategic Development Committee is requested to note the content of this presentation and to:

1. Note the internal planning framework and guidance.
2. Note the risks to developing a plan that meets the statutory requirements for service delivery, all performance requirements, and deliver a break-even financial position and plans for mitigation.

Next Steps

Subject to endorsement of the approach at EMB, the ITMP planning process will be enacted as per this proposal.