Strategic Development Committee

Strategic Clinical Services Plan

Eitem yr Agenda / Agenda Item	8.2
Dyddiad y Cyfarfod / Date of Meeting:	10th November 2026
Statws Cyhoeddi / Publication Status:	Open/Public.
	For Future Publication .
Adroddiad wedi'i baratoi gan / Report Prepared by:	SCSP steering group, supported by Tektology
Cyflwynydd yr Adroddiad / Report Presenter:	Claire Thompson, Executive Director of Strategy & Transformation
Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor	Claire Thompson, Executive Director of Strategy & Transformation
Diben yr Adroddiad / Report Purpose:	Endorse for Board Approval
Camau Gweithredu / Penderfyniad Angenrheidiol / Action / Decision Required:	Approval
Cyd-destun Strategol: *Mae'r adroddiad hwn yn cyd-fynd â'r Pileri Strategol canlynol* ***Strategic Context:*** *This report aligns to the following Strategic Pillars*	All Strategic Pillars Apply
	If more than one applies please list below:
Nodwch sut mae hyn yn cyd-fynd â'r Cynllun Tymor Canolig Integredig / Cynllun Cyflawni Blynyddol *(Cyfeiriad blaenoriaeth berthnasol)* **Please indicate how this aligns to the Integrated Medium Term Plan / Annual Delivery Plan** *(Reference relevant priority)*	This suite of documents are foundations of CTM's 'Building Healthier Communities Together' strategy. They therefore provide significant strategic context for shaping the content of our IMTP 2027-30 which is itself the planning vehicle for delivering the changes required.

Crynodeb Gweithredol o'r hyn y mae'r adroddiad yn ei ddisgrifio:
Dechreuwch drwy **grynhoi'r wybodaeth bwysicaf yn fyr**. Dylai hyn roi dealltwriaeth gadarn o'r pwyntiau allweddol yn erbyn y 3 phennawd canlynol heb ddarllen yr adroddiad llawn:
Executive Summary of what the report is describing:
Start by **summarising briefly** the most critical information. This should provide a firm grasp of the key points against the following 3 headings without reading the full report:

Beth *(crynodeb o'r sefyllfa / mater cyfredol a pham ei fod yn bwysig a thystiolaeth i gefnogi'r safbwynt hwnnw ac ati)* **What** *(summary of current position / issue & why it matters and evidence to support that position etc)*	As previously briefed to Committee and Board, a Case for Change and Strategic Vision are fundamental pre-requisites for transformation of our clinical model. The creation of these documents is intended to provide both the evidence base that the status quo is not an option and a compelling vision of the future. These 4 draft documents are aligned to do this and are presented in draft form for the Committee to provide an opportunity for comment before the Board meeting next month: 1. CTM Case for Change 2. International Evidence Base 3. Strategic Vision 4. Digital and Data Plan
Felly, beth *(darparu dadansoddiad ystyrlon gan dynnu allan, fel y bo'n briodol, oblygiadau yn erbyn Strategaeth / Cynlluniau Cyflawni / risgiau Strategol neu Reoleiddiol CTMUHB ac ati ac unrhyw opsiynau ar gyfer mynd i'r afael â'r rhain)* **So, what** *(provide meaningful analysis drawing out as appropriate implications against CTMUHB Strategy / Delivery Plans / Strategic or Regulatory risks etc and any options for addressing these)*	These documents are presented as foundational elements of our Strategic Clinical Services Plan. The first two are intended to be a position statement supporting the second two; the strategic vision and digital and data plan are aligned to ensure that a shift from analogue to digital delivery is at the heart of our clinical model. It is intended that these may be amended following public engagement and iterated over the coming years as the model develops. The strategic vision will be at the heart of our IMTP and so ensure that Care Group and corporate team plans for 2027-30 are designed in service of the overall model of care. The strategic vision will provide the basis for pre-consultation engagement with our partners, people and population in Q4 of 2026-27, to ensure that the model has been tested and refined with those we serve. It should be noted that there are editing notes remaining on these documents ahead of Board consideration, as follows: • Case for Change - p 18 & 77 in relation to value based healthcare and temporary service changes • Strategic Vision – a foreword will be added; the personas will be updated through the engagement phase as we glean further insights and permission for real life examples from our people for the 'as is' and 'to be' states.

Beth Nesaf *(crynodeb o'r camau gweithredu a fwriadwyd a'r manteision sy'n cefnogi'r dewisiadau a'r argymhelliad(au) sy'n cael eu gwneud)* **What Next** *(summary of intended action and benefits supporting the choices and recommendation(s)being made)*	The documents will be refined based on feedback from the Executive Management Board, the Board development session and the Committee, ahead of presentation to Board in November. Following Board approval the Health Board will enter a period of engagement around the Strategic Vision and iterate that ahead of a process to develop and assess more detailed options for service change, which would be subject to formal public consultation, in 2027-28.

Argymhelliad *(Wedi'i gysylltu â'r adran "Beth Nesaf" uchod).* **Recommendation** (Linked to the "What Next" section above).	To endorse the 4 documents for board approval

Cyswllt â Risg(iau) Strategol ar Fframwaith Sicrwydd y Bwrdd *(Nodwch pa risg(iau) strategol y mae'r mater hwn yn effeithio arnynt a beth yw'r effaith ar y risg)* **Link to Strategic Risk(s) on the Board Assurance Framework** (Identify which strategic risk(s) this matter impacts on and what the impact is to the risk)	All Strategic Risks Apply
	If more than one applies please list below:

Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / **Link to Wellbeing of Future Generations Act – Wellbeing Goals**	All Wellbeing Goals Apply
	If more than one applies please list below:

Dolen i Hwyluswyr Ansawdd / Link to Enablers of Quality	All Enablers of Quality Apply
	If more than one applies please list below:

Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental Sustainability Impact (5Rs)	All Environmental Sustainability Impact (5Rs) Applies
	If more than one applies please list below:

Asesiad Effaith

Impact Assessment		
Canlyniad Asesiad Effaith ar Gydraddoldeb a'r Gymraeg *(Ysgrifennwch ddatganiad cryno, os na wneir hynny, rhowch reswm o'r rhestr ostwng a llofnodwch y Weithrediaeth.)* **Equality & Welsh Language Impact Assessment Outcome** *(Please write summary statement, if not undertaken provide reason from dropdown and Executive sign off.)*	Outcome for Equality (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE Summary of impact: Outcome for Welsh Language (delete as appropriate): POSITIVE/NEUTRAL/NEGATIVE Summary of impact:	If no, please select a reason below. Policy/Plan/Proposal too broad At this stage and will be assessed at options stage Named Executive/Board member sign off for no EWLIA completion: Claire Thompson
Canlyniad Asesiad Effaith Ansawdd *(Cadarnhewch y canlyniad, os na chynhaliwyd ef, esboniwch yn fyr pam nad oedd ei angen)* **Quality Impact Assessment Outcome** *(Please confirm outcome, if not undertaken briefly explain rationale for why it was not required)*	At this stage a QIA has not been undertaken. As statements the Case for Change and International Evidence Base do not require QIAs. A QIA will be undertaken for the Strategic Vision and Digital and Data Plan as part of engagement with wider stakeholders and presented as part of 2027-28 plans. In addition, QIAs will need to be undertaken for any options or proposals for service change that arise from these.	
Cyfreithiol / Legal	Yes (Include further detail below)	
	There are legal risks related to any proposals for service change. These documents are intended to provide a sound basis for proposing and agreeing changes and therefore mitigate this risk.	
Enw da / Reputational	Yes (include further detail below)	
	There are reputational risks related to any proposals for service change. These documents are intended to provide an explicable and justifiable basis for change and therefore with sound engagement plans, to mitigate this risk.	
Effaith Adnoddau *(Pobl /Ariannol) /* **Resource Impact** *(People / Financial)*	Yes (include further detail below)	
	There will be resource implications in terms of capacity to undertake the work associated with these strategic documents, as well as in relation to service changes arising. The intention is for these to support a more efficient and effective delivery model for NHS services and thereby contribute to a sustainable future NHS.	

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)

Committee / Group / Individuals	Date	Outcome
Steering group, routine meetings & workshops	Q2-3 2026-27	Development of documents
Board development session (briefing)	22 October 2026	Supported
Executive Management Board	26 October 2026	Supported with comments to be included before Board