

Performance, Finance and Information Governance Committee 30th April 2024

Independent Review of Integrated Planning – Action Plan

This action plan provides a response to the recommendations provided in the Special Measures Independent Review of Integrated Planning, which was formally received by the Health Board in March 2024.

▪ Background

The Health Board was unable to submit an approvable Integrated Medium Term Plan (IMTP) for 2023-2026. The special measures framework for 2023/24 confirmed arrangements for an independent assessment of the Health Board's integrated planning arrangements. The aims and objectives of the assessment were:

Aims:

- 1) To provide an assessment of integrated planning capacity and capability within the BCUHB in terms of strategic, partnership and operational planning.
- 2) To assess the organisation's approach to developing their IMTP and the associated decision-making mechanisms.
- 3) To support the development and implementation of a local, integrated planning framework incorporating strategy and planning (internally across the organisation and externally with partners).

Objectives:

- 1) Undertake a rapid assessment of integrated planning.
- 2) Assess capacity and capability within the BCUHB in terms of strategic, tactical and operational planning.
- 3) Establish what mechanisms were in place to support operational planning at IHC level.
- 4) Establish how corporate functions, partners and Integrated Health Communities feed into the planning process.
- 5) Confirm how all the various functions were considered and assessed in the planning framework.
- 6) Confirm if current strategic governance arrangements (from Ward to Board) support integrated planning.

Field work was undertaken by the independent advisor in August and September of 2023, with the draft report released to BCUHB by Welsh Government in January 2024 and the final report received in March 2024.

▪ Independent Review Recommendations and Action Plan 2024/25

The independent assessment identified strengths and opportunities for the organisation to improve and strengthen its planning function. These opportunities have been considered and included in the proposed action plan. The action plan is therefore structured to support **three key recommendation areas** identified in the recommendations of the assessment, with detailed actions set against timescales for delivery during 2024 – 2025. Links to other special measure independent review thematic action plans have also been considered, ensuring effective triangulation of priorities and reduced duplication. The recommendations provided in the final assessment report were allocated under three key areas as follows:

1	Design an effective Planning System
	<ul style="list-style-type: none">• Improve availability of data for planning purposes.• Agree organisational approach to demand and capacity modelling.• Promote multi-disciplinary approach to planning.• Develop a process to assess feasibility of plans delivering the required outcome.• Integrate BAF with Annual Plan monitoring.• Align planning system to delivery of the full change portfolio.• Improve focus on Finance and Business Case efficiency.• Develop programmes of work via the PMO office.
2	Develop an organisation route map
	<ul style="list-style-type: none">• Review Governance and Accountability arrangements for planning programmes.• Submit Plan for 2024/2027 which is supported by an Annual Plan.• Undertake stocktake of strategic commitments.
3	Understand capacity and capability
	<ul style="list-style-type: none">• Develop collective leadership and ownership of plans.• Undertake review of capacity, skills and expertise within the strategic planning function.

Many elements of the proposed action plan are already underway, including stakeholder engagement to support planning process redesign, access to diploma level education to support and develop planning capability, and an initial review of corporate planning capacity and capability. A number of task and finish groups will also be established to oversee specific areas of work, and progress will be reported in line with the agreed special measure framework requirements.

▪ Recommendations

The Committee is asked **APPROVE** the action plan and management response for 2024/25.

▪ ACTION PLAN: Independent Review of Planning in BCU

This document represents the action plan and management response relating to the Special Measures Independent Review of Planning. It has been developed following the receipt of the final report from Welsh Government and discussion at the PFIG development session in March 2024, where the author of the report attended to present their findings.

Note that the action plan has been structured around the main themes that have already emerged from earlier Special Measures independent reviews.

No additional theme headings have been required as a consequence of this independent review.

¹ RAG status definitions:

Green: On track;

Amber: Off track with mitigation in place to bring back on track;

Red: Off track without mitigation in place to bring back on track'

Purple: Delivered

Theme: Data, Intelligence and Insight Theme owner: Transformation & Strategic Planning EDG; EDG Chair: Chris Stockport	Ref	Original Recommendation(s)	Action	Executive Team Lead	RAG Status ¹	Deadline	Progress Update
	1	Develop an Effective Planning System: Undertake a review of the accessibility of data for planning purposes and problem solving. <i>(Recommendation paras 61 and 79).</i>	1.1 Establish a working group to review existing data arrangements and identify opportunities to address accessibility / gaps. 1.2 Identify and agree what information is required to support planning activity and problem solving. 1.3 Agree data access routes and reporting format showing progress against plans.	Executive Director of Transformation & Strategic Planning.	Green	30 Sep 2024 30 Sep 2024 30 Sep 2024	
2	Develop an Effective Planning System: Agree the organisational approach to Demand & Capacity Modelling and resource required. <i>(Recommendation paras 50 and 84).</i>	2.1 Define and standardise BCUHB Demand and Capacity modelling processes and assumptions taking into consideration best practice. 2.2 Submit a paper to Exec Team outlining recommendations.	Director of Performance and Commissioning.	Green		31 Oct 2024 31 Dec 2024	

Theme: Culture Theme owner: Organisation Development Steering Group; Chair: Carol Shillabeer	Ref	Original Recommendation(s)	Action	Executive Team Lead	RAG Status ¹	Deadline	Progress Update
	3	Develop an Effective Planning System: 'Planning is everyone's business' - create the conditions for integrated planning which promote a more multi-disciplinary approach. <i>(Recommendation paras 32, 43 and 80).</i>	3.1 Undertake Annual Planning Review Feedback Sessions for 2024/2007 Plan. 3.2 Develop a 'Planning Handbook' outlining roles and responsibilities in the organisation. 3.3 Review and update where necessary the BCU Integrated Planning Framework document. 3.4 Undertake a review of planning tools and introduce new tools where required. (Links to 1.1).	Executive Director of Transformation & Strategic Planning.	Green	31 May 2024 31 Jul 2024 30 Sep 2024 30 Sept 2024	
	4	Capacity and Capability: Develop collective leadership and ownership of plans. <i>(Recommendation paras 23 and 62).</i>	4.1 Leadership - Hold a series of sessions on Integrated Planning as part of the Board Development Programme. 4.2 Ownership – Ensure appropriate governance is implemented for the cascade and accountability arrangements for the Annual Delivery Plan objectives.	Executive Director of Transformation & Strategic Planning.		Green	Quarterly 30 Sep 2024

Theme: Risk Management Theme owner: Risk Management Group; Chair: Nick Lyons	Ref	Original Recommendation(s)	Action	Executive Team Lead	RAG Status ¹	Deadline	Progress Update
	5	Develop an Effective Planning System: Develop a process to assess the feasibility of plans delivering the required outcome <i>(Recommendation para 97).</i>	5.1 Implement a revised process for the development of a BCU Annual Delivery Plan with SMART objectives and clear deliverables.	Executive Director of Transformation & Strategic Planning.		30 Apr 2024	
	6	Develop an Effective Planning System: Develop a mechanism to integrate Board Assurance Framework (BAF) requirements around risk management into the Annual Plan Monitoring processes <i>(Recommendation paras 97 and 98).</i>	6.1 Ensure effective links to BAF and Risk Management reporting, integrating risk and delivery plan objectives. 6.2 Submit recommendations to Exec team.	Director of Corporate Governance		30 Jun 2024 31 Jul 2024	

Theme: Organisation Governance and Compliance Theme Owner: TBC; Chair: TBC	Ref	Original Recommendation(s)	Action	Executive Team Lead	RAG Status ¹	Deadline	Progress Update
	7	Develop an organisational route map: Review the Governance and Accountability arrangements for Programmes across the organisation and outline the decision making and accountability routes <i>(Recommendation paras 47, 51 and 62).</i>	7.1 Identify and review current Programme Planning accountability process to include governance arrangements, control monitoring and resource plans. 7.2 Agree and implement revised Programme Level Planning approach with clearly defined accountability process.	Executive Director of Transformation & Strategic Planning.		31 Aug 2024 31 Oct 2024	

Theme: Integrated Planning Theme owner: Transformation & Strategic Planning EDG; EDG Chair: Chris Stockport	Ref	Original Recommendation(s)	Action	Executive Team Lead	RAG Status ¹	Deadline	Progress Update
	8	Develop an Effective Planning System: Design and implement a new Planning System for the Health Board aligned to delivery of the full change portfolio <i>(Recommendation para 15).</i>	8.1 Design and implement revised internal planning system that supports the planning and delivery of key organisational priorities	Executive Director of Transformation & Strategic Planning.		31 Mar 2025	
	9	Develop an organisational route map: Submit Plan for 2024-27, based around 5 strategic objectives and supported by an Annual Delivery Plan <i>(Recommendation paras 152 and 154).</i>	9.1 Submit 3 Year Plan in accordance with National Planning Cycle. 9.2 Triangulate Planning, workforce and finance.	Executive Director of Transformation & Strategic Planning.		28 Mar 2024	Completed
	10	Develop an organisational route map: Undertake stocktake exercise of all existing strategic commitments and agree strategic objectives for the organisation <i>(Recommendation para 6, 137 and 155).</i>	10.1 Delivery of Strategic Objectives to be detailed through the Organisational Annual Delivery Plan. 10.2 Alignment of strategic objectives to existing 10 Year Plan. 10.3 Ensure alignment of special measures with organisational Annual Delivery Plan objectives.	Executive Director of Transformation & Strategic Planning.		30 Apr 2024 31 Mar 2025 31 May 2024	

Theme: Integrated Planning

Theme owner: Transformation & Strategic Planning EDG;

EDG Chair: Chris Stockport

11	<p>Develop an Effective Planning System: Develop a programme of work via the Organisational Portfolio Management Office (PMO)</p> <p><i>(Recommendation paras 61, 141, 44).</i></p>	<p>12.1 Develop, agree and implement an refreshed approach to the definition and management of an Organisational Change Portfolio to include:</p> <ul style="list-style-type: none">• Project Management Standards.• Major change programmes• Management of risks in Programmes and Projects.• How to close, evaluate and learn from Projects and Programmes.	Executive Director of Transformation & Strategic Planning.		31 Aug 2024	
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