

 <b>GIG</b> CYMRU <b>NHS</b> WALES	Iechyd Cyhoeddus Cymru Public Health Wales	<b>Name of Meeting</b> Board <b>Date of Meeting</b> 30 March 2023 <b>Agenda item:</b> 4.1
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## Long Term Strategy, Strategic Plan and Financial Plan/Budgetary Control Framework

<b>Executive lead:</b>	Huw George, Deputy Chief Executive/Executive Director of Operations and Finance
<b>Author:</b>	Nathan Jones, Head of Strategy, Planning and Corporate Affairs and Angela Fisher, Deputy Director of Finance

<b>Approval/Scrutiny route:</b>	Draft documents shared with Executive Team, including discussions at SBET. Draft documents approved at BET on 20 March 2023
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<p><b>Purpose</b></p> <p>The purpose of this paper is to present our new long term strategy, along with our supporting Strategic Plan and Financial Plan/Budgetary Control Framework for 2023, for approval.</p> <p>Our Strategy sets out the long term strategic direction for Public Health Wales and how we will achieve this through the delivery of our six strategic priorities, which will also serve as our Well-being Objectives.</p> <p>Our Strategic Plan sets out the actions that we will undertake over the first three years. This is supported by our Financial Plan, which sets out our balanced revenue and capital financial plan for 2023/24 – 2025/26.</p>
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<b>Recommendation:</b>				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
The Board is asked to <b>approve</b> our: <ul style="list-style-type: none"> <li>• Long Term Strategy – ‘Working Together for a Healthier Wales’</li> <li>• Strategic Plan (IMTP)</li> <li>• Financial Plan and Budgetary Framework for 2023-26</li> </ul>				

**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
<b>Strategic Priority/Well-being Objective</b>	Choose an item.
<b>Strategic Priority/Well-being Objective</b>	Choose an item.

**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	<p>An Integrated Impact Assessment (IIA) of the proposed strategy has been undertaken and a summary forms part of the Board papers.</p> <p>The assessment has taken account of:</p> <ul style="list-style-type: none"><li>• Equality Act 2010: The Socio-Economic Duty</li><li>• Equality Act 2010: Public Sector Equality Duty</li><li>• Well-being of Future Generations (Wales) Act 2015</li><li>• Welsh Language (Wales) Measure 2011:</li></ul>
<b>Risk and Assurance</b>	<p>As part of the development of our Strategy and Strategic Plan, we have reviewed and revised our organisational Strategic Risks. The draft risks will be included within our Strategic Plan.</p>
<b>Health and Care Standards</b>	<p>This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes</p> <p>All themes</p>
<b>Financial implications</b>	<p>Our budget strategy sets out our Financial Plan for both revenue and capital for 2023/34, along with the budgetary control framework that will be applied.</p>
<b>People implications</b>	<p>The People section of our Strategic Plan sets out the key 'people implications'.</p>

## **1. Purpose**

The purpose of this paper is to present our new long term strategy, along with our supporting Strategic Plan and Financial Plan/Budgetary Framework for 2023, for approval. Our Strategy sets out the long term strategic direction for Public Health Wales and how we will achieve this through the delivery of our six strategic priorities, which will also serve as our Well-being Objectives.

Our Strategic Plan (otherwise known as Integrated Medium Term Plan) sets out the actions that we will undertake to deliver the first three years of our new Strategy, including the underpinning enablers that will support their delivery. It has been developed in accordance with the NHS Wales Planning Framework published by Welsh Government.

Our Financial Plan and Budgetary Control Framework sets out our revenue and capital plan for 2023/24 – 2025/26. We are required by Standing Orders (SOs) and Standing Financial Instructions (SFIs) to approve an Annual Budget for the financial year ahead before the year commences. In addition, we have a statutory duty to break even over a 3-year period and therefore a balanced budget has been set for each of the three years.

## **2. Background**

As part of our organisational recovery from Covid-19, the Board commissioned a review of our existing Long Term Strategy, which was published in 2018. Our Strategy review, which has been led by the Board, provided us with an opportunity to assess future public health threats and opportunities. The review has been underpinned by the latest public health evidence and research. We have gathered, through significant engagement, the views of staff, stakeholders and the public. These have been used to shape our thinking and informed the development of our new Strategy.

As part of the review, we have taken the opportunity to review, and refresh, our organisational purpose, mission and vision. These have been developed and informed by the views of staff on what they see as the role and purpose of Public Health Wales. They are set out within our new Strategy and have helped inform and shape the work.

The Strategy has been discussed in a series of Board and Executive Team sessions. In addition, draft versions have been shared to provide an opportunity for specific comments and amendments.

Alongside the development of our Strategy, we have been developing our new Strategic Plan and Financial Plan and Budgetary Control Framework for

2023/24. We have developed these through our integrated approach to planning, which aims to align delivery of our priorities within finance and workforce requirements. The Plan has been developed in line with our statutory requirements and Welsh Government guidance. The draft Strategic Plan has been discussed at a number of Executive Team sessions and shared for comment. As a result, a number of specific changes have been made, which are reflected in the version presented for approval.

### **3. Description**

#### **Long Term Strategy**

Our new Strategy sets out our vision for achieving a healthier future for Wales by 2035. We will do this through focusing on the delivery of our six strategic priorities. The Strategy has been developed through significant engagement with our staff, stakeholders and the public. We have used the Well-being of Future Generations (Wales) Act, particularly the five ways of working, as key drivers to shape the approach to reviewing our Strategy. An overview of how we did this is provided in section 3.1 against each of the five ways of working.

Through this process, we have identified six strategic priorities that will drive our work over the long term. We have adopted a cross-organisational and multidisciplinary approach to the development of our priorities, which has seen colleagues from across the organisation lead and contribute to each of them. For each, we set out the rationale for why it is a priority, the scope, our ambitions for what Wales will look like by 2035 and a small number of system-level population outcomes.

The proposed strategic priorities were endorsed by the Board and Executive Team in December 2022. Following this endorsement, we have developed our detailed Strategy document, which has been discussed and shared for comment. These comments have been incorporated into the version presented for approval.

The Long Term Strategy is supported by an Integrated Impact Assessment (IIA) of the proposed strategy has been undertaken and a summary forms part of the Board papers.

The assessment has taken account of:

- Equality Act 2010: The Socio-Economic Duty
- Equality Act 2010: Public Sector Equality Duty
- Well-being of Future Generations (Wales) Act 2015
- Welsh Language (Wales) Measure 2011:

We are proposing to adopt an approach to meeting these duties that is integrated throughout all stages of the strategy, including the development (current stage), implementation, monitoring and evaluation.

This approach will also support us in achieving a cross cutting objective of the long term strategy which is to reduce health inequalities and improve health equity.

Therefore, the input and evidence we are presenting at this stage is not a one-off and will provide a foundation for further consideration of the duties throughout the life of the strategy.

A set of clearly defined strategic risks for the organisation will be referenced in the long term strategy and included in the Strategic Plan, when approved.

Planning is underway for a formal launch of the long term strategy, with a Plain English version, webpages and a plan on a page being developed

## **Strategic Plan**

Our financially balanced Strategic Plan for 2023 – 26 sets out the actions that we will deliver over the first three years of our new strategy. In particular, the first year of our plan will be a year of change as we transition into the delivery of our six strategic priorities. The Plan has been developed in line with Welsh Government planning requirements and is underpinned by a more detailed minimum data set. Our refreshed strategic risks will be included within the Plan once finalised.

We adopted an integrated approach to the development of our Plan, which considers the key delivery, financial and workforce implications. Specific detail on each of these aspects is included within relevant sections of the Plan. A key focus during the development of the Plan has been on assessing its overall feasibility and to better understand the internal and external dependencies related to our key milestones.

Significant work has been undertaken during early 2023 around this and the Plan has been refined, including the profiling of milestones, accordingly. Draft versions of the Plan have been shared for comment and these amendments have been made to the version submitted for approval.

As part of our implementation, we will put in place key controls to manage and oversee the delivery of the Plan, including regularly reporting progress to the Executive Team and Board.

## **Financial Plan and Budgetary Control Framework**

We are required by Standing Orders (SOs) and Standing Financial Instructions (SFIs) to approve an Annual Budget for the financial year

ahead before the year commences. In addition, we have a statutory duty to break even over a 3-year period and therefore a balanced budget has been set for each of the three years in the period 2023/24 – 2025/26. Our budget strategy is committed to supporting the delivery of our long term strategy by enabling sustainability, improvement and value across the organisation.

Public Health Wales' Welsh Government allocation letter dated 23 January 2023 confirmed the core allocation of £133.899m. Our Financial Plan sets out additional non-core funding agreed by Welsh Government (both Covid-19 and non Covid-19), the anticipated Welsh Government funding not yet confirmed, 2023/24 cost pressures and inflation and efficiencies/utilisation of savings. In addition, detail is provided on our Capital Plan, including strategic and discretionary.

We are currently planning a breakeven position. However, it is worth noting that a number of risks exist as set out below. Our key financial risks identified for 2023/24, include:

- Screening recovery funding not yet confirmed
- Other Welsh Government anticipated funding yet to be confirmed
- Covid-19 costs incurred during 2023/24 breach the £16.93m funding cap
- Risk that recurrent elements of the £16.93m Covid-19 costs are not funded after 2023/24
- Recurrent commitments against time-limited non-recurrent grants e.g. Obesity, Early Years Prevention;
- Managing the set-up of the NHS Executive within funded resources;
- Public Inquiry resource requirements exceed current funded plan and
- Availability of strategic capital funding to support the replacement of digital firewalls and other strategic capital priorities.

### 3.1 Well-being of Future Generations (Wales) Act 2015



Our strategy sets out our ambitions for 2023-35 and has taken into consideration key drivers, including WBFGA



*A Healthier Wales*, published in 2019, sets out plans for the long-term future vision of a 'whole system approach to health and social care' in Wales, focused on health and well-being, and illness prevention. Our strategy directly aligns with the strategic direction set out within the document.

Prevention is a pivotal focus of our revised long term strategy and an underlying theme within all our priorities and core ways of working.

We have also included a specific priority which focuses on prevention and early intervention across the health and care system.



Identifying how the strategic priorities and objectives will contribute to multiple well-being goals and where our well-being objectives align with partner organisations.

The outcomes proposed under each priority area are pulled from exiting national frameworks to ensure our work integrates with wider system ambitions. This includes the WFG Act national goals and wellbeing indicators and the Public Health Outcomes Framework.



Collaborating with staff from across the organisation to shape the priority areas

- 400 staff input into our emerging areas at our staff conference
- 80 staff involved in shaping our emerging area groups and proposals



### **Shaping our strategy**

We have adopted a radically different approach that has involved staff from across

the organisation, representing a range of different professions coming together to shape our thinking. We have engaged with our key stakeholders to understand what they consider to be the key public health challenges facing Wales and what role Public Health Wales should play in addressing them.

### ***Phase 1 – initial evidence gathering***

Our staff:

- 320 Health in Wales
- 150 initial workshops

Stakeholders:

- 20 key stakeholder 1:1 engagement sessions

Public:

- 3,500 members of the public

### ***Phase 2 - Developing our strategy***

- 400 staff input into our emerging areas at our staff conference
- 80 staff involved in shaping our emerging areas groups
- Young Ambassadors session

### ***Phase 3 - Testing and Validating our strategy***

- Discussion and consultation with Directors of Public Health
- Exec to Exec meeting with WG Policy leads
- Discussion at WG Health and Social Services Group Policy Forum
- Discussion with Public Health Wales Partnership Forum



- Community Event – 20 guests representing third sector organisations that work with seldom heard groups
- Primary Care Interest Group (PCIG)
- Time to Talk Public Engagement Panel - 1,072 members took part in survey
- Session with Young Ambassadors

#### **4. Recommendation**

The Board is asked to **approve** our:

- Long Term Strategy – ‘Working Together for a Healthier Wales’
- Strategic Plan (IMTP)
- Financial Plan and Budgetary Control Framework for 2023-26