

**Item: 11**

**Title: Strategic planning 2024/27: outline**

<b>Gweithredu / Action required</b>	For discussion and decision
<b>Amseru / Timing</b>	Not urgent
<b>Argymhelliad / Recommendation</b>	N/A
<b>Risg / Risk</b>	Failure to agree a broad approach to our strategic plan may delay publication and put us in breach of our framework document (agreement) with our sponsoring team in Welsh Government.
<b>Cyllid / Finance</b>	The Strategic Plan will have costs implications year on year. It is for the Executive team to work through ways in which we can work towards our strategic aims within our budget envelope, share costs and seek additional funding where required.
<b>Amcan cynllun blynyddol / Annual plan objective Amcan cynllun strategol/ Strategic plan objective</b>	All – especially ‘Our Plans and Priorities Until March 2024’ this paper aligns to Priority 7 – be a well-run, trusted and ambitious organisation.
<b>Cydraddoldeb, amrywiaeth a chynhwysiant / Equity, diversity and inclusion</b>	There will be impacts on equity, diversity and inclusion and an extensive integrated Impact Assessment (IIA) is being developed alongside the production of the strategy.  It is planned that equity, diversity and inclusion will be a key plank / golden thread that runs through the entirety of the plan.
<b>Cyfathrebu / Communications</b>	Please tick one of the following boxes if this activity will have an impact on: <b>Internal:</b> our people <input checked="" type="checkbox"/> <b>External:</b> our customers/partners/stakeholders <input checked="" type="checkbox"/> <b>External:</b> our organisation’s reputation <input checked="" type="checkbox"/>

<b>Cymeradwyaeth / Approval/Clearance</b>	Chief Executive Officer
<b>Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions</b>	There have been previous discussions with the Board and Tîm Arwain regarding our strategic plans for the future. This paper aims to collate these discussions.
<b>Awdur/ Cyflwyno / Author/presenting</b>	Ben Eaton – Strategic Director for Organisational Strategy and Engagement
<b>Dyddiad / Date</b>	17.01.24

### Cefndir / Background

In alignment with our framework agreement with Welsh Government Llais is bound to *'Within twelve (12) months of receiving the first remit letter and within three (3) months of receiving a subsequent remit letter, ... submit to the Minister a long-term business plan setting out how it is to achieve its strategic objectives.'*

The finalised plan, which will need to be agreed by the Minister for Social Justice, will reflect our strategic aims and objectives and will remain in place for the whole term of Government unless the remit changes with a change in government.

Through discussion at Board, Tim Arwain and with partners and the public we have created the draft outline of what will be contained within the plan.

### Manylion / Detail

#### Proposal

We should acknowledge this plan is being developed, and will be delivered, in the context of our organisation's early stages of development, amidst a complex and uncertain economic, geopolitical, and post-pandemic landscape, that has particularly impacted people's health and social services, often those people in the most vulnerable situations, widening inequities in many areas.

As a new public body, our strategic plan should not just be a roadmap for our future but also reflect our commitment to adapt and thrive in this challenging environment to deliver for the people of Wales.

This strategic plan will be designed to guide our organisation through its formative years, laying a strong foundation for sustainable growth and impactful service delivery. It will encapsulate:

- our vision, mission, values, and behaviours
- aligning and mapping across to our duties under the Future Generations and Well-being Act, A Healthier Wales, the Health and Social Care (Quality and Engagement)(Wales) Act, and other contextual laws, obligations, and relevant strategies.
- Highlight our range of strategies and how they fit together with the overall journey i.e., Strategic Equality Plan, Welsh Language Strategy, Communication and Engagement Strategy, People and Organisational Development Strategy, Locations Strategy, Information Governance Strategy, Digital Strategy, Volunteers Strategy, Net Zero, etc.

We plan to present 5 principal goals underpinned by thematic objectives (and plans):

1. Advocate and influence services to be people-centred, accessible, sensitive, and responsive to individual, community and national needs.
  - a. Prevention and the long term
  - b. Community based solutions
  - c. Culturally sensitive and responsive services
  - d. Acknowledging and reducing health and social care inequalities
  - e. Caring for others
2. Pressure on services and the affect this has on people and communities, services, and workforce.
  - a. Patient safety
  - b. Urgent and emergency health and care when and where its needed
  - c. Planned care
  - d. Mental health
  - e. Workforce challenges and development
3. Alignment, integration, and partnerships. Finding our way through the challenges.
  - a. Alignment and coordination of two-way public discussion and debate about health and social services, to avoid duplication and maximise impact.
  - b. Advocate for cohesive services where people don't feel movement from one service to another.

- c. Partnering and sharing to maximise impact and make the best use of valuable resources
  - d. Supporting and empowering people and communities
  - e. Learning from others and what has gone before
4. Digital, Data, Information Technology and Artificial Intelligence (AI) and the impact on people's health and social care.
  - a. Digital services and inclusion
  - b. The use of data and knowledge to enhance services (safe, secure, trusted).
  - c. Using automation and artificial intelligence solutions in an ethical and responsible way.
  - d. The role of Digital, Data and Information Technology in communication and accessible services.
  - e. Using Digital, Data and Information Technology to prepare for future needs and trends.
5. Evolve as an organisation to become a mature, well-run, trusted and ambitious organisation.
  - a. become a leader in people-centred service design, insight and engagement approaches
  - b. optimise the way we work for maximum efficiency and impact, and look for new opportunities and ways of working
  - c. work together with others across all sectors to support one another make meaningful impact.
  - d. expanding on a local, regional and national approach that focuses on strengths and good practice
  - e. develop our people and evolve our culture to become a confident organisation that influences others.

Given the uncertain environment that faces Llais, the services and the people of Wales we propose that the plan covers 3 years.

We think a 3-year strategic plan will lay out a clear and comprehensive roadmap for our new body. It is based what we know are our collective challenges across health and social care, either from what we have been told or what others have learned. The plan is crafted to support us in navigating the complexities of the uncertain economic and geopolitical environment, with a strong focus on being a people-centric organisation that leads in best practices.

It will guide us in fulfilling our role effectively and make a significant impact on the communities we serve. We look forward to your support and steer as we embark on this journey to realise our ambitions and deliver on our promise to the public.