



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

Planning Maturity Matrix



Un Bae Ar y Cyd
One Bay Way

Background

Completion of the Welsh Government Planning Maturity Matrix Self-Assessment is a key element of the de-escalation criteria for Strategy and Planning.

Welsh Government's confidence in delivery based on an assessment against an agreed planning maturity matrix.

Welsh Government's issued a Letter 22.09.2025 initiating the process for submission of self-assessments in 2025 for submission in November:

- This exercise is designed to prompt a process of self-reflection and assessment against the defined levels of planning maturity in your organisation.
- Its purpose is to help your organisation reflect on and evaluate planning processes and ambitions, identify necessary actions or changes, and determine the evidence required to demonstrate progress.
- The maturity matrix also aims to stimulate discussion at Board and Executive levels around adopting a more integrated approach to planning.



Process

A) Strategy & Plan Development						
Domain	1 - Basic Level Principle accepted and commitment to action	2 - Early Progress Early progress in development	3 - Results Initial achievements	4 - Maturity Results consistently achieved	5 - Exemplar Others learning from our consistent achievements	Level
Theme	Strategy & Plan No CSS or delivery plan in place but strategic framework for its development in development.	Draft CSS developed or in development.	Agreed CSS and development of a co-designed clinical services plan underway, with evidence of strong clinical, stakeholder and public engagement throughout. A patient led approach is evident.	Approved CSS and CSP. Implementation underway. Organisation actively identifies risks and opportunities, outcomes are regularly monitored, and planning is informed by data, horizon scanning, and cross-functional collaboration.	The organisation has a fully implemented CSS and CSP that is continuously refined using real-time data and predictive insights. Regular strategic reviews (at least twice annually) are in place that enable flexible adjustments in response to emerging trends and priorities, in-year performance, and long-term opportunities. Strategic planning is agile, outcome-focused, and aligned with system-wide priorities, to maximise opportunities driving measurable improvements in performance and population health.	Element
	Vision & Purpose Organisation is developing its vision and purpose. Clear outcomes are not yet defined.	Vision and purpose, scope and methodology agreed with clear commitment and leadership at a Board and strategy programme level. Clear outcomes are in development.	Organisational vision and purpose with defined outcomes are affirmed in public and internal documents. Organisation demonstrates proactive leadership at Executive and Board level.	Annual Board discussion takes place on organisational vision and purpose ensuring alignment with CSS and enabling plans, intended outcomes and the identification of risks/issues.	Have regular board debate, at least twice annually, on organisational vision and purpose, ensuring alignment with organisational actions, CSS, outcomes and performance and how in-year achievements, issues or opportunities impact on this. Organisation is able to flexibly adjust its CSS to maximise opportunities and remain responsive, outcome-focused, and future-ready.	
	Alignment of National Policy and All-Level partnership priorities National policies and national, regional, local and partnership priorities are understood but are not yet translated into organisational strategies and plans.	National policies and national, regional and local priorities have been translated into strategic intent and agreed with stakeholders. WBSFG Act and AHW are apparent and embedded in the agreed approach.	Organisational strategies and plans reflect national policies and national, regional and local health and partnership priorities. WBSFG Act and AHW principles are integrated throughout.	Strategies and plans are regularly reviewed. They are aligned and responsive to national policy and legislation, and national/regional/local partnership priorities with clear links to the Regional Partnership Board and Public Service Boards.	Strategies and plans are regularly and proactively reviewed and aligned to emerging national policy and legislation, and local, regional and national partnership priorities. RPB's and PSB's are regularly engaged and involved in process. CSS outcomes demonstrate a contribution to the wider local economy, improved health and well-being and operational effectiveness.	

- The self-assessment must be supported by robust and well-documented evidence linked to each element.



2024 Assessment Overview

Statement		SBUHB Assessment
1. Strategy Development:	Responds to national, local and partnership priorities, and the wider determinants of health. Translates national policies into local strategy, planning, and delivery.	Level 2: Early progress in development
2. Strategy alignment and development of a 3 year Integrated Medium Term Plan (IMTP):	Evidence of alignment of strategy with components of the plan.	Level 2: Early progress in development *WG :1
3. Dynamic and engaged planning:	Reflecting a dynamic, engaged and ongoing approach to planning. Process is positively influencing outcomes.	Level 2: Early progress in development
4. Best Practice approach to improvement:	Ambition to deliver best practice levels of efficiency, effectiveness, quality and safety.	Level 1: Basic Level - Principle accepted and commitment to action
5. Realistic and deliverable:	Sensitivity analyses, risk assessment of deliverability, reference to track record of delivery. Sustainable and affordable.	Level 1: Basic Level - Principle accepted and commitment to action
6. Systems and processes for performance, accountability, and improvement:	Rigorous systems for individual, team, and organisation wide accountability. Agreed Escalation processes are operational. Culture of ownership and striving for improvement permeates the organisation.	Level 3: Results - Initial achievements
7. Measurable and improving performance:	Improved access to appropriate, timely healthcare, and planned care in line with national requirements and locally agreed priorities, delivered by robust application of a pathway approach. Sustained improvement in performance, quality and patient experience in unscheduled care delivered by robust application of a pathway approach.	Level 3: Results - Initial achievements
8. Assurance:	Clarity on monitoring, assurance and delivery mechanisms.	Level 3: Results - Initial achievements

2024 Assessment WG Feedback

We liked the clear way this return has been presented. It was good to see the detailed results summary and insight into the process used at the end of the document, however it is unclear what specific evidence was used to base the assessment on.

1. The health board has submitted an Annual Plan for 2025/26 with a large financial deficit which necessarily limits the level that can be achieved.
2. Being more specific about the evidence used, linking the evidence to the specific parts of the matrix, including details about the impact of the evidence, whilst not using statements as evidence would strengthen the return.
3. It would be good to understand further detail of how some of the actions that have been put forward will be delivered in order to gain assurance and confidence. One example which would have benefited from further specific detail is the action: 'strengthen alignment with RPB'.
4. To strengthen the submission, including specific actions linked to reinforcing the current level and building towards the next level in the maturity matrix, would be beneficial.

Assessment 2025

Statement		2024	SBUHB Assessment
Strategy Development/Clarity of Purpose, Vision and Strategy	Responds to national, local and partnership priorities, and the wider determinants of health. Translates national policies into local strategy, planning, and delivery.	2	2
Strategy Alignment and Development of an IMTP	Evidence of alignment of strategy with components of the plan.	2	2
Dynamic & Engaged Planning	Reflecting a dynamic, engaged and ongoing approach to planning. Process is positively influencing outcomes.	2	3
Operational Planning	Robust demand and capacity planning, evidence of clinical leadership, effective operational plans		2
Best Practice Approach to Improvement	Ambition to deliver best practice levels of efficiency, effectiveness, quality and safety.	1	2
Realistic & Deliverable	Sensitivity analyses, risk assessment of deliverability, reference to track record of delivery. Sustainable and affordable.	1	2



Strategy Development/Clarity of Purpose, Vision and Strategy

Score: 2

Theme	Score	Description	To Move to Next Level
Strategy & Plan	2	Draft CSS developed or in development.	Agreed CSS and development of a co-designed clinical services plan underway, with evidence of strong clinical, stakeholder and public engagement throughout. A patient led approach is evident.
Vision & Purpose	3	Organisational vision and purpose with defined outcomes are affirmed in public and internal documents. Organisation demonstrates proactive leadership at Executive and Board level.	Annual Board discussion takes place on organisational vision and purpose ensuring alignment with CSS and enabling plans, intended outcomes and the identification of risks/issues.
Alignment of National Policy and All-Level partnership priorities	3	Organisational strategies and plans reflect national policies and national, regional and local health and partnership priorities. WBFG Act and AHW principles and integrated throughout.	Strategies and plans are regularly reviewed. They are aligned and responsive to national policy and legislation, and national/regional/local partnership priorities with clear links to the Regional Partnership Board and Public Service Boards.
Key Enablers	3	Key enablers are fully aligned with strategic objectives. Their potential is well understood and actively explored to support delivery. Quality expectations are clearly defined and embedded in planning processes, with enablers contributing to strategic coherence.	Key enablers underpin the development and delivery of the CSS and CSP. Opportunities linked to enablers are translated into actionable deliverables. Quality is integrated throughout the key enabling strategies and plans driving performance and improvement.

Strategy Development/Clarity of Purpose, Vision and Strategy

Score: 2

Theme	Score	Description	To Move to Next Level
Engagement in Development	2	Engagement plans are in place to support the development of CSS.	Engagement plans are agreed and reflect strong clinical leadership. Plans meet the requirements of the Act
Population Health Needs Assessment	1	Plans are in place to undertake a population health needs assessment.	A basic high level population health needs assessment has taken place and is being used to shape the CSS.
Priorities & Achievability	1	The organisation does not have a prioritisation methodology or a recorded list of priorities. Planning is reactive and lacks strategic direction.	The organisation has an approved prioritisation framework related to population health needs assessment and has basic understanding of its priorities but is not yet reflected in plans. health needs.
Horizon Scanning	1	Horizon scanning is infrequent and informal, with no structured process or discussion at Executive or Board level. Strategic planning is reactive, lacking foresight into emerging risks, trends, or opportunities.	Annual horizon scanning is conducted to identify key risks and opportunities. Findings begin to inform strategic thinking, but integration into planning and governance remains limited.



Strategy Alignment and Development of an IMTP

Score: 2

Theme	Score	Description	To Move to Next Level
IMTP Development	1	Organisation has an annual plan which responds to some but not all elements of planning framework and cannot provide a financially balanced plan over 3 years.	Organisation has an approved IMTP that aligns with the core elements of the planning framework. The plan demonstrates a structured approach to strategic priorities and is informed by baseline data. It includes initial consideration of risks, outcomes, and resource requirements.
Alignment between Clinical Services Strategy and Plan and the IMTP or Annual Plan	2	Alignment is clear and coherent between the IMTP and CSS with the organisation planning on a continuous annual cycle.	The IMTP is tailored to deliver clear service transformation in line with an agreed Clinical Services Plan. Plans are directly linked to quality, performance and accountability and informed by detailed and future facing modelling.
Triangulation of Services	2	Clear triangulation between services, activity workforce and finance	Detailed triangulation between services, activity workforce and finance at service level.
Commissioning	1	The Board sets out high level commissioning intentions primarily focused on statutory requirements and broad service categories. Commissioning is reactive, with limited strategic alignment or stakeholder engagement.	The organisation has an approved and operational commissioning process. Intentions begin to reflect service priorities and are informed by basic population health data and stakeholder input



Dynamic and Engaged Planning

Score: 3

Theme	Score	To Move to Next Level	Actions
Stakeholder Engagement	2	Organisational engagement is evident in practice and reflected in the CSS/CSP. Broad engagement to inform Equality Impact Assessments and Socio-Economic Duty Assessments.	Stakeholders are engaged in and co-design priority setting using the 'engagement cycle' model and a person-centred approach. Staff engagement at an organisation level is increasing.
Service Delivery Risk and Issue Management Approach	3	A risk management approach is evident and consistent across organisation. The organisation stop fragile services are identified	The risk management approach enables the early identification of fragile or soon to be fragile services allowing for early intervention to ensure service sustainability. Organisation sees less urgent service changes.
Service Model / Regional Design	3	Opportunities for regional working and shared solutions are identified and developed collaboratively. Planning is increasingly aligned across organisations, with joint priorities and resource sharing.	Agreed proposals for robust regional service models (e.g. consolidation, shared services) are in place and delivery is underway. Governance structures support joint accountability and performance management



Operational Planning

Score: 2

Theme	Score	Description	To Move to Next Level
Demand & Capacity Modelling	1	Basic demand and capacity work is undertaken and contains an appropriate level of detail to support service delivery	Demand and capacity planning undertaken at speciality level to support the design of current and future services. Data is more structured and used to inform service-level decisions
Clinical Leadership & Input	2	Clinical leads begin to inform service planning and contribute to performance improvement discussions. Their input is considered but not yet central.	Clinical leads are embedded early in the planning cycle to ensure that service design is clinically credible and patient-centred. Clinical leads co-produce plans and provide leadership in development processes. Their involvement is structured and increasingly strategic
Planning Process	2	Operational plans are regularly reviewed and remedial action undertaken.	Operational plans have robust triangulation and modelling of plans based on a clear and consistent approach to demand and capacity modelling across the organisation



Best Practice Approach to Improvement

Score: 2

Theme	Score	To Move to Next Level	
Engagement			
Benchmarking	1	Organisation is beginning to explore value-based healthcare principles, but planning remains reactive and output-focused. Benchmarking is ad hoc, with limited structure or consistency. There is minimal understanding of how comparative data can drive improvement, and benchmarking is not yet linked to strategic goals	Value-based planning is gaining traction, and regular benchmarking is conducted with other NHS organisations. The organisation begins to use structured benchmarking methods to identify best practice, though application is inconsistent. Staff awareness is growing, and benchmarking is starting to inform service reviews and improvement discussions.
Governance	2	A governance structure has been established to provide direction and oversight for IMTP development. Roles and responsibilities are defined, and basic reporting mechanisms are in place. There is growing awareness of the need for structured governance, but integration with programme-level planning and delivery is still emerging.	A formal governance and accountability framework is in place for IMTP development and monitoring at programme level. IMTP and CSS/CSP governance is aligned with strategic objectives, includes defined escalation routes, and supports performance tracking. IMTP Governance is periodically tested for improvements.

Best Practice Approach to Improvement

Score: 2

Theme	Score	Description	To Move to Next Level
Risk Identification & Management	2	A formal risk management process exists and is applied to IMTP delivery at a high level. Risks are identified at the planning stage and tracked through basic registers and reviewed periodically. Ownership is clearer, but integration with delivery assurance is limited. Escalation processes in place but not always followed.	Risk identification and management are embedded in IMTP development and delivery processes. Risks are identified early and linked to specific objectives, milestones, and outcomes. Controls are monitored, and mitigation actions are tracked. Risk registers are dynamic and inform delivery with clear ownership
Development of IMTP and track record	1	The organisation has a track record of submitting annual plans that do not meet the requirements of the planning framework, Cabinet Secretary expectations or provide a financially balanced plan over 3 years. Planning is largely operational and short-term, with limited strategic integration and has limited clinical or financial planning alignment and limited stakeholder engagement.	The organisation consistently develops robust annual plans that build assurance as a key step toward an approvable IMTP. Plans begin to reflect medium term priorities, include a finance and delivery framework, and show early signs of strategic alignment including financial forecasts and delivery milestones.



Best Practice Approach to Improvement

Score: 2

Theme	Score	Description	To Move to Next Level
Monitoring and Delivery	2	The organisation has a structured approach to monitoring annual plan or IMTP delivery with ownership of delivery emerging across services. Key milestones and actions are tracked, and reporting mechanisms are in place through basic dashboards and reported to the Board regularly. Accountability is improving, but integration with performance and risk management is limited.	A Monitoring of IMTP delivery is consistently seen as business as usual and integrated with performance management reviews and risk assurance processes. Progress is tracked against outcomes, and corrective actions are taken. Delivery is supported by enabling functions and aligned with strategic priorities. Delivery is starting to inform future planning.

