

PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 June 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

A revised set of Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 that set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable Planning Objectives, which move the organisation towards that horizon over the next year.

For 2023/24, 10 Planning Objectives have been aligned to the Sustainable Resources Committee (SRC). As in previous years, it is the expectation that SRC will receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

This report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to SRC for 2023/24.

For the Planning Objectives for 2022/23, a Closure Report was presented to Public Board on 25 May 2023, and can be found here: [2022/23 Planning Objective Closure Report](#). For those previous Planning Objectives aligned to SRC, these can be summarised as:

PO	PO Name	Executive Lead	Status	Alignment to 2023/24 POs
3E	Business intelligence and modelling	Director of Finance	Behind	5c Digital Agenda
5M	Implementation of clinical and all Wales IT systems		On-track	
5R	Digital Inclusion		Behind	
6B	Value improvement and income opportunity		Complete	6b Pathways and VBHC
6H	Supply Chain Analysis		On-track	8b Local Economic and Social Impact
6I	Interim Budget 2022/23		Complete	8c To develop a Board and

6L	Workforce, clinical service and financial sustainability		On-track	Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position
6M	Cyber Security Framework		Complete	5c Digital Agenda
6N	Intelligent Automation		Behind	
6G	Decarbonisation and green initiatives plan	Director of Strategic Developments and Operational Planning	Complete	8a Decarbonisation and Sustainability
6D	Value Based Healthcare and Patient Reported Outcome Programme	Medical Director	On-track	6b Pathways and VBHC

Asesiad / Assessment

The current status for the Planning Objective is that all are on-track.

All Planning Objectives are expected to develop a Plan on a Page that are intended to ensure a clear delivery/development process for the year, linking them to clear SMART(specific; measurable; achievable; realistic; timely) outcomes with clear trajectories/milestones using a standardised template that has been developed. The current PO Plan on a Pages for those aligned to SRC can be found at Appendix 1.

The Executive team has a programme of PO review sessions in place, where the plans on a page and progress with the POs are being discussed, led by the lead Executive and the team delivering the PO.

In moving forward, in order to ensure our assurance of the POs moves away from a process update to an outcome/output orientated one, a PO Highlight Report has been drafted, at Appendix 2, which will be reported to the Committee every other meeting. Additionally, a programme of 'deep-dives' on POs has been scheduled and to ensure consistency, a draft slide-set has been produced, attached at Appendix 3. The initial schedule for the 'deep-dives' is as below:

Planning Objective	Executive Lead	June 2023 PO Update	August 2023	October 2023 PO Update	December 2023	February 2024 PO Update	April 2024
5c Digital Agenda	Director of Finance	Plan on a Page		✓			Closure Reports
6b Pathways and VBHC	Medical Director		✓		✓		
8a Decarbonisation and Sustainability -	Director of Strategy and Planning	Plan on a Page				✓	Closure Reports
8b Local Economic and Social Impact	Director of Finance				✓		
8c To develop a Board and Welsh Government-approved financial roadmap to return the Health Board to					✓		

a £25m deficit position.							
--------------------------	--	--	--	--	--	--	--

Argymhelliad / Recommendation

The Committee is asked to receive an assurance on the current position in regard to the progress of the Planning Objectives aligned to the Sustainable Resources Committee, in order to provide onward assurance to the Board where Planning Objectives are progressing and are on target, and to raise any concerns where Planning Objectives are identified as behind in their status and/or not achieving against their key deliverables.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.2 To receive an assurance on delivery against all relevant Planning Objectives falling in the main under Strategic Objective 6 Sustainable Use of Resources (See Appendix 1), in accordance with the Board approved timescales, as set out in HDdUHB's Annual Plan.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources Not Applicable
Amcanion Cynllunio Planning Objectives	8a Decarbonisation & Sustainability 5c Digital Strategy 8c Financial Roadmap 6b Pathways and Value Based Healthcare
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Report presented to Public Board in September 2020
Rhestr Termâu: Glossary of Terms:	Explanation of terms is included within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Public Board - September 2020 Executive Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

PLANNING OBJECTIVE					
<p>5c Digital Agenda - Lead the digital enablement for Hywel Dda University Health Board, supporting the agreed outcomes of the transformational programme. Will ensure further support engagement across the wider region to ensure key stakeholders are appropriately connected, ambitions are aligned, resources allocated, and financial investment and outcomes are agreed. The emerging plan will command the support of Welsh Government and the Board; and will be procured to ensure that transformation activities can commence by October 2023 with an agreed commercial partner.</p>					
<p>PROJECT SCOPE (An outline of the project setting out its purpose) The digital enabling plan will present an ambitious 10-year transformation programme with the use of digital as an enabler, to enable improved citizen, patient and employee experience and unlock value. This supports the delivery of our strategic ambition through 4 delivery workstreams and 10 projects.</p>					
<p>PROJECT GOVERNANCE Responsible Officers: Executive Lead: Huw Thomas, Executive Director of Finance Strategic Lead & Delivery Lead : Anthony Tracey, Digital Director</p>				<p>Programme oversight through: A Healthier Mid and West Wales Programme Group Governance through: A Healthier Mid and West Wales Programme Group Delivery through: Digital Enabling group</p>	
KEY DELIVERABLES*			MEASURES*		
KEY ACTIONS*	BY WHOM	BY WHEN	QUANTIFIABLE OUTCOME*:	TRAJECTORY OVER NEXT 12 MONTHS:	HOW AND WHEN WILL DATA BE COLLECTED, AND VERIFIED
Release of the PIN to the market outlining our intention for a strategic partner	Procurement	May 2023	Receipt of Board endorsement for the PBC and approval to progress to procurement	2nd Qtr 2023/24	Not Applicable
Development of a capacity and capabilities assessment	Digital Director	June 2023	Approval of PBC by Welsh Government following period of scrutiny	3 rd Qtr 2023/24	Not Applicable
Commercial assessment, and proposed route to market	Digital Director	July 2023	Acceptance of a completed Digital Enablement Plan by the Board	3 rd Qtr 2023/24	Not Applicable
First draft of outline programme business case	Digital Director	June 2023			
Second draft of programme business case ready for Sustainable Resources Committee	Digital Director	July 2023			
Finalised specification for strategic partner	Digital Director	June 2023			
Finalised, programme business case, identified route(s) to market, supplier assessment, and recommendation to the Board to progress to procurement	Finance Director / Digital Director	September 2023			
RISKS	RISK DESCRIPTION	LIKELIHOOD	IMPACT	SCORE	MITIGATING ACTIONS
	Disruption in business continuity	3	4	12	Ensure that there are suitable resources allocated for business continuity, and that any transformation projects do not affected BC

	Faulty digital transformation processes	2	3	6	Ensure that an established methodology is used for the transformation process i.e. TOPM, Agile etc	
	Lacking a capacity and capability skill set	3	4	12	Appointment of a strategic transformation partner who will be able to supply the capacity to work alongside staff within digital to deliver	
	Attempting to tackle digital transformation alone	3	3	9	Appointing a strategic partner will ensure that the governance, and stakeholder engagement is robust	
	Not receiving the underlying Investment required	4	4	16		
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	OTHER PLANNING OBJECTIVES		MINISTERIAL &/OR LOCAL PRIORITY	OTHER, EG, AHMWW
	Digital should be seen as an enabler to all the areas of the BAF		The Digital Enablement plan will affect all planning objectives of the Health Board. The proposed 4 pillars and 10 workstreams will impact on all planning objectives			

PLANNING OBJECTIVE

6B – Delivery of VBHC Plan (2022-2025)

PROJECT SCOPE (An outline of the project setting out its purpose)

Deliver the vision for the VBHC programme and associated plan to ensure the equitable, sustainable and transparent use of available resources to achieve better outcomes and experiences for every person by:

Goal 1: Invest in the systems and processes to enable our staff to routinely use patient reported outcomes and resource utilisation data in planning, organising and delivering healthcare

Goal 2: Develop the knowledge and skills of our staff to put the theory of VBHC into practice

Goal 3: Establish partnerships to understand how to optimise the wider societal benefits of adopting a VBHC approach and accelerate innovations to achieve them.

PROJECT GOVERNANCE

Responsible Officers:

Executive Lead: Prof Phil Kloer

Clinical Lead: Dr Meinir Jones

Strategic Lead: Dr Leighton Phillips

Delivery Lead: Simon Mansfield

Programme oversight through: VBHC Management Group

Governance through: Sustainable Resources Committee

Delivery through: VBHC Operational Management Team

KEY DELIVERABLES*

MEASURES*

KEY ACTIONS*

BY WHOM

BY WHEN

QUANTIFIABLE OUTCOME*:

TRAJECTORY OVER NEXT 12 MONTHS:

HOW AND WHEN WILL DATA BE COLLECTED, AND VERIFIED

Deliver activity relating to Goal 1 from the second year of the VBHC programme plan (enabling value driven change in service areas)

Simon Mansfield and Christian Newman

March 2024

Completion of 6 service reviews including, where appropriate, driving a business planning and accountability process to secure improved outcomes and resource allocation.

Monthly updates against programme plan

Implementation of programme plan, reported to VBHC Operational Management Team, VBHC Management Group, and SRC.

Procurement of a new PROMs capture solution, adhering to local requirements, and national standards/frameworks

Simon Mansfield and Chantel Rhodes

January 2024 (new system procured)

March 2024 (transition from DrDoctor complete)

- New system procured and operational and transition from existing DrDoctor system complete.
- PROM data flowing automatically into local data warehouse and onwards to national data resource.

- By December – new system procured
- By March – transition to new system complete

Update papers, reported to VBHC Management Group and SRC.

<p>Deliver activity relating to Goal 2 from the second year of the VBHC programme plan (Education and Upskilling)</p>	<p>Simon Mansfield and Christian Newman</p>	<p>March 2024</p>	<ul style="list-style-type: none"> • Conclusion of the Applied Practitioner Programme (APP) for 7 teams and, where appropriate, support implementation of arising actions • Run further 'Bringing Value to Life' course • Develop and run a building VBHC business cases course 	<ul style="list-style-type: none"> • By July – APP programme concludes, though application of action continues • By October – Bringing Value to Life course completed • By December – building VBHC business cases course concludes 	<p>Implementation of education plan, reported to VBHC Operational Management Team, VBHC Management Group, and SRC.</p>	
<p>Deliver activity relating to Goal 3 from the second year of the VBHC programme plan (partnerships and innovation)</p>	<p>Simon Mansfield and Christian Newman</p>	<p>March 2024</p>	<ul style="list-style-type: none"> • Deliver three projects pertaining to the first year of Professor Smith's rural health economics/value plan (Aberystwyth Uni) • Deliver learning exchange with the Victoria State Healthcare system focusing on CVD and Chronic Pain. • Integrating VBHC into the Improving Together process and Directorate Meetings. 	<ul style="list-style-type: none"> • By September, preliminary outputs from Epilepsy Nursing, Primary Care Data, and Same Day Emergency Care commissioned projects. • By September, structured learning process in place. • By July, agreed process in place, in time for next Directorate meetings. 	<p>Implementation of partnership, research and innovation plan, reported to VBHC Operational Management Team, VBHC Management Group, and SRC.</p>	
<p>Implementation of a minimum of three 90-day rapid value cycles, designed to quickly evaluate whether there is case to change a processes/practices/procedures when considered through a VBHC lens.</p>	<p>Simon Mansfield and Rhian Evans</p>	<p>March 2024</p>	<p>Three 90-day rapid value cycles complete, each involving the evaluation/appraisal of at least 10 areas.</p>	<ul style="list-style-type: none"> • By September – Rapid Value 1 • By December – Rapid Value 2 • By March – Rapid Value 3 	<p>Implementation of rapid value sprint plan, reported to VBHC Operational Management Team, VBHC Management Group, and SRC.</p>	
<p>RISKS</p>	<p>RISK DESCRIPTION</p>		<p>LIKELIHOOD</p>	<p>IMPACT</p>	<p>SCORE</p>	<p>MITIGATING ACTIONS</p>
	<p>High volume PROM collection and data sharing not sustained due to difficulties associated with the transition to new PROM provider</p>					<p>Dedicated project management input and collaboration with national Value in Health team</p>

	Inability to create headroom for change by clearly identifying low value activity to be reduced or stopped				VBHC business case course and enhanced project management, financial analysis and management of benefits realisation
	Change achieved too slowly to maintain confidence in programme, in view of wider organisational pressures				Enhance capacity and focus on in year delivery potential, via rapid value sprints and enhanced programme impact communication
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	OTHER PLANNING OBJECTIVES	MINISTERIAL &/OR LOCAL PRIORITY	OTHER, EG, AHMWW

Planning Objective 8b: Local Economic and Social Impact

PROJECT SCOPE (An outline of the project setting out its purpose)

We will direct our expenditure to maximise local benefit, collaborate with partners to amplify our positive impact and ensure that we remain focused on the long-term impact we can have. Position ourselves to make the most of tactical opportunities to maximise local funding arrangements for local benefit, for example through the Levelling-up fund.

PROJECT GOVERNANCE

Responsible Officers:

Executive Lead: Huw Thomas, Director of Finance, Digital and Performance

Strategic Lead: Mark Bowling

Delivery Lead: Rhys Ford-Young

Programme oversight through:

Finance Directorate Management Team

Governance through:

Sustainable Resources Committee

Delivery through:

Finance Team but whole organisational input and action required eg changes to operational and strategic decision making

KEY DELIVERABLES*

KEY ACTIONS*			MEASURES*		
KEY ACTIONS*	BY WHOM	BY WHEN	QUANTIFIABLE OUTCOME*:	TRAJECTORY OVER NEXT 12 MONTHS:	HOW AND WHEN WILL DATA BE COLLECTED, AND VERIFIED
Contributing to the local economy as an employer	L. Gostling/ S. Owen	Ongoing			
Creating employment opportunities through our supply chain	K.Fletcher/G. Deverill	Ongoing			
Promote good work and ethical working practices through our supply chain	K.Fletcher/G. Deverill	Ongoing			
Adopt a hierarchy of intent for procurement spending	K.Fletcher/G. Deverill	Ongoing			
Developing the West Wales economy in generative ways	H. Thomas	Ongoing			
Driving local wealth creation through leveraging our intellectual assets	Prof. C. Hopkins	Ongoing			

RISKS	RISK DESCRIPTION	LIKELIHOOD	IMPACT	SCORE	MITIGATING ACTIONS
	1200 - There is a risk that the Health Board does not maximise the social value it creates through adequately addressing the challenges faced by society as we recover from COVID.	3	3	6	<ul style="list-style-type: none"> Health Board active participation within the Public Service Boards across Hywel Dda UHB region. Local Needs Analysis commissioned by the Social Value Portal which is based on the Wellbeing Goals. Agreed Plan on a Page for Planning Objective 6H. Social Value Lead in place.

					<ul style="list-style-type: none"> An outline Social Value framework has been developed with strands in workforce, facilities and estates, procurement, with further areas to explore such as public health, social value.
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER	OTHER PLANNING OBJECTIVES	MINISTERIAL &/OR LOCAL PRIORITY	OTHER, EG, AHMWW
		1200 - There is a risk that the Health Board does not maximise the social value it creates			
COMMUNICATE/ COLLABORATE	Who With			How	When
	Strategic Workforce Planning and Transformation –recruitment and retention, training / workforce development - positive actions ongoing			Regular dialogue regarding key data, updates or positive actions	Bi-weekly or as required
	R&D – Intellectual asset use towards social value			Regular dialogue regarding key data, updates or positive actions	Monthly
	Operations Directorate – to communicate social value concepts or initiatives			Interviews with relevant managers	As required
	Procurement - local sourcing in support of the foundational and circular economies			Interviews with relevant managers	As required
	Finance – changes to spending strategies to be communicated			Formal workstream	Weekly
	Facilities & Estates – use in working with voluntary and charity orgs			Regular dialogue regarding key data, updates or positive actions	Monthly
	Other subject matter experts as required – MH/LD, VBHC / performance, digital, long-term care, PHW (eg impact of social model)			Regular dialogue / potential workstreams	Bi-weekly as required

PLANNING OBJECTIVE 8C: To develop a Board and Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position.

PROJECT SCOPE (An outline of the project setting out its purpose)

The Welsh Government reduces the level of monitoring and removes the Health Board from Targeted Intervention for finance and planning. The resources used for health, care and wellbeing are used more sustainably and achieve higher population health outcomes than currently.

<p>PROJECT GOVERNANCE</p> <p>Responsible Officers: Executive Lead: Huw Thomas, Director of Finance, Digital and Performance Strategic Lead: Mark Bowling Delivery Lead: Chris Williams</p>	<p>Programme oversight through: Finance Directorate Management Team</p> <p>Governance through: Sustainable Resources Committee</p> <p>Delivery through: Finance Team but whole organisational input and action required eg changes to operational and clinical decision making</p>
---	--

KEY DELIVERABLES*			MEASURES*		
KEY ACTIONS*	BY WHOM	BY WHEN	QUANTIFIABLE OUTCOME*:	TRAJECTORY OVER NEXT 12 MONTHS:	HOW AND WHEN WILL DATA BE COLLECTED, AND VERIFIED
Establish Executive and Board appetite for the level of change necessary to become more financially sustainable – with individual scenarios modelled and level of reductions in expenditure required	H Thomas	30/6/23			
Develop both demand side and supply side models of the impact of demographic change on the likely level of demand and capacity available to the health board over the next 5 years.	C Williams / S Ayres / PHW / T Walmsley	30/7/23			
Develop modelling of the likely impacts of national and local initiatives on financial and operational performance.	C Williams	30/7/23			
Identify and model the impact of changes to operational delivery that seek to reduce the usage of hospital beds and instead provide care in a more appropriate and cost-effective manner.	C Williams	30/7/23			
Collaborate with a range of health board directorates and services on developing proposals for inclusion within the strategy relating to demand, supply, configuration and other factors that impact our long term sustainability (see communicate / collaborate section below)Pro	M Bowling / C Williams	31/8/23			
Propose changes to medium term strategies that deliver more financially sustainable services and seek approval from Exec / Board before embedding in a financial strategy	H Thomas	31/8/23			
Finalise strategy and embed in future budget and planning discussions to ensure delivered	H Thomas	31/3/24			

RISKS	RISK DESCRIPTION	LIKELIHOOD	IMPACT	SCORE	MITIGATING ACTIONS		
		1642 – Risk of the Health Board not being able to meet the statutory requirement of breaking even 2023/24	4	4	16	The draft Annual Plan for 2023/24 of £112.9m is unacceptable to the Board and Welsh Government (WG) and has led to a further deterioration in an already unsupportable underlying deficit position which will impact future years. Through our 2023/24 planning process, operational plans to address the financial savings gap and operational variation have not provided sufficient assurance to mitigate the current financial trajectory.	
LINKS TO	BOARD ASSURANCE FRAMEWORK	HB RISK REGISTER			OTHER PLANNING OBJECTIVES	MINISTERIAL &/OR LOCAL PRIORITY	OTHER, EG, AHMWW
		1642 – Risk of the Health Board not being able to meet the statutory requirement of breaking even 2023/24			8b Local Economic and Social Impact		AHMWW
COMMUNICATE/ COLLABORATE	Who With				How		When
	Strategic Workforce Planning and Transformation – pay, recruitment and retention, training / workforce development and other modelling				Regular dialogue regarding key data, forecasting and other issues		Monthly
	Healthier Mid and West Wales Finance workstream / lead – medium to long term financial implications				Formal workstream		Bi-weekly
	Planning Directorate				Interviews with Deputy Director; review of extant and impending plans		Monthly
	Operations Directorate – assumptions around planned, unscheduled and other care delivery				Interviews with relevant managers		As required
	Procurement				Interviews with relevant managers		As required
	Finance – assumptions around inflation, demographic impacts etc				Formal workstream		Bi-weekly
	Primary and community care leaders – impacts of demography, service change etc				Regular dialogue regarding key data, forecasting and other issues		Monthly
	Commissioning – modelling of tertiary care, specialised services demand and capacity				Interviews with relevant managers		Monthly
	Other subject matter experts as required – MH/LD, VBHC / performance, digital, long-term care, PHW (eg impact of social model)				Regular dialogue / potential workstreams		Bi-weekly as required



DIOGEL | CYNALIADWY | HYGURCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND

Submitted By:

Date Submitted:



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Planning Objective:

Executive Lead:

Reporting Period:

Overall status: Complete / Ahead / On-track / Behind

Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery)

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

Activities completed in previous reporting period

- 1
- 2
- 3

Activities planned for next milestone and reporting period

- 1
- 2
- 3

Any other Comments

Matters for information:

Risks to delivery:

Any other comments:

- Name and reference of Planning Objective
 - Executive Lead
- Reporting Officer
- Period of reporting

What is the aim of the Planning Objective?

The types of information covered should include:

- What are the aims and outcomes? (link to the Planning Objective scope)
- What is the intended impact of the Planning Objective?
- What are the drivers for the Planning Objective / what are the underlying principles of the Planning Objective?
- How does this Planning Objective link to Ministerial or Local priorities?

What have been the key achievements so far?

The types of information covered should include:

- Where are you against your proposed trajectory / milestones? Is the Planning Objective Complete/Ahead/On-track behind?
- What difference has the Planning Objective made?
- What have you learnt so far?

What needs to be done next?

The types of information covered should include:

- What are your next steps in delivering the Planning Objective?
- If your Planning Objective is behind in its delivery against your proposed trajectory / milestones, what are the barriers, how will you bring it back in-line? Are there any mitigations?
- Is there anything different that needs to be considered moving forward?
- What are the risks in the delivery/completion of your Planning Objective?
- Are there any (e.g.) financial or workforce considerations?
- Are there any change management issues or considerations

What are your take home messages for the Committee?

The types of information covered should include:

- What are the key messages that the Committee needs to know?
- What are you asking for from the Committee?