



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance Lee Davies, Director of Strategic Development and Operational Planning Phil Kloer, Medical Director
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 has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2022/25 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 three years.

Each of the Planning Objectives has an Executive Lead and this paper is to provide the Sustainable Resources Committee (SRC) with an update on the progress made in the development (delivery) of the Planning Objectives under the Executive Leadership of the following Directors that are aligned to this Committee, for onward assurance to the Board:

- Director of Finance
- Director of Strategic Development and Operational Planning
- Medical Director

that are aligned to SRC, for onward assurance to the Board.

Cefndir / Background

This report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to the Sustainable Resources Committee.

Asesiad / Assessment

The document, attached at Appendix 1, provides an update on each of the Planning Objectives aligned to the Sustainable Resources Committee, identifying their current status, whether these are achieving/not achieving against their key deliverables, together with a summary of progress to date.

A summary of this information is set out below:

Planning Objectives	Lead Executive	Status	If Planning Objective is 'behind'
5R	Director of Finance	On-track	Not applicable (N/A)
6B		On-track	N/A
6H		On-track	N/A
6I		On-track	N/A
6L		On-track	N/A
6M		On-track	N/A
6N		On-track	N/A
6G	Director of Strategic Developments and Operational Planning	On-track	N/A
6D	Medical Director	On-track	N/A

Argymhelliad / Recommendation

The Committee is requested to receive 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:	2.1 To receive an assurance on delivery against all Planning Objectives aligned to the Committee.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	5. Safe sustainable, accessible and kind care 6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	6B Value improvement and income opportunity 6F VBHC costing programme 6G_22 Decarbonisation and green initiatives plan 6I_22 Cyber Security Framework

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply
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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 Paper provided to Public Board in September 2020
Rhestr Termiau: 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

APPENDIX 1 – Update of Planning Objectives aligned to Sustainable Resources Committee as of 16th June 2022

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date	<ul style="list-style-type: none"> Summary of Progress to date (including barriers to delivery) For actions behind schedule, please provide an explanation For actions behind schedule, what quarter will these now be achieved
5R	In response to the recently signed Digital Inclusion Charter, by March 2023 develop a digital inclusion programme which will provide a coordinated approach to digital inclusion across the Health Board and its wider partners for the local population. The programme will recognise the continuously changing role digital technology plays in the lives of individuals and society as a whole	Director of Finance		On-track	<ul style="list-style-type: none"> Completed the Digital Inclusion Alliance Wales pledge on behalf of Hywel Dda. Resourcing / staffing structure agreed and signed off. Ensure that digital project governance incorporates the need to consider the opportunity and impact to the digital inclusion agenda. Prepare and seek approval for a new Job Description for the Digital Inclusion Manager role for approval by the Job Evaluation Panel Advertise and appoint the Digital Inclusion Manager – in progress, interviews 13th June.
6B	<p>By June 2022 develop and roll-out an initial suite of financial sustainability plans for the whole organisation based on the target operation models the HB is seeking to implement through its planning objectives for the next 3 years. These plans should provide the detail underpinning the Health Board's roadmap to financial recovery and be introduced in such a way to allow budget holders to focus on the positive change being sought.</p> <p>In parallel with the above, develop an activity based condition and pathway costing programme for all major health conditions thereby providing a longitudinal</p>	Director of Finance		On-track	<ul style="list-style-type: none"> The Road Map to financial Sustainability has been endorsed by the Executive team and Board. The Road Map provides a clear blueprint for the Health Board to achieve financial sustainability The realisation and implementation of the delivery plan will be intrinsically linked to the Target Operating Model (ToM) In order to support and enable the organisational change, all Senior Finance Business Partners and the Value Team have been aligned to the Operational and Planning Programmes underpinning the ToM A significant number of Business Cases are predicated on Patient Reported Outcome Measures (PROMs) and Patient Reported Experience Measures (PREMs). Moreover, all

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	analysis of Health Board spend to support the on-going roll out of PROMs and VBHC approaches to budgetary decision making and resource allocation.				Investments will (where possible) have a very clear methodology of how the PROMS/PREMs will be captured. Furthermore, where national best practice is available, the business case will highlight the anticipated patient benefits, drawing on national and international best practice, subject to the information being available
6D	Implement the three objectives and associated actions contained within the VBHC plan (2022-25), including the routine capture of PROMs within the majority of our service areas, the delivery of an education programme, and a bespoke programme of research and innovation'	Medical Director	Ongoing	On Track	<ul style="list-style-type: none"> • Patient Reported Outcome Measure (PROM) collection is live in 17 areas • Patient Reported Experience Measure (PREM) collection is live in 6 areas • Resource utilisation has been completed in 7 areas • The Service Review process has been completed in Heart Failure and actions being implemented • Detailed information analysis performed in Heart Failure and Lymphoedema services to highlight the insights from PROM data collection • Data visualisation dashboard developed for Heart Failure clinicians to be used in co-producing healthcare with patients • Three Value Based Healthcare (VBHC) Education Programme cohorts successfully delivered with 150 participants • Clinical leadership models and engagement being reviewed for action in Quarter 2 • Initial links with other healthcare systems to be strengthened in Quarter 2- Quarter 4 • University and research partnerships to be strengthened during Quarter 2- Quarter 4

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6G	<p>By first quarter 2022/23 develop and seek Board endorsement for a strategic roadmap to respond to the Welsh Government ambition for NHS Wales to contribute towards a public sector wide net zero target by 2030. The Health Board will set out a work programme and implement this plan to meet the targets established in the NHS Wales Decarbonisation Strategic Delivery Plan in the areas of carbon management, buildings, transport, procurement, estate planning and land use, and its approach to healthcare including promoting clinical sustainability. Where feasible through the opportunities presented via the Health Boards transformation journey it will look to exceed targets and establish best practice models and pilots, as exemplars for the NHS and wider public sector. The overall aim will be to reduce the Health Board's carbon footprint by at least 34% by 2030 to support the wider public sector ambition to address the climate emergency.</p>	<p>Director of Strategic Developments and Operational Planning</p>		<p>On-track</p>	<ul style="list-style-type: none"> • The Decarbonisation Delivery Plan is developed and subject to final review; • An update provided to the Decarbonisation Task & Finish Group on the 16th June 2022 to sign off; • An update to be provided to the Sustainable Resource Committee on the 28th June 2022 to provide assurance to the Committee on performance against the Planning Objective • An Action Plan to be developed, setting out key actions and a 2 – 3 year delivery programme; Board endorsement on the strategic plan to be sought following Sustainable Resources Committee review and feedback.
6H	<p>By March 2023 develop a consistent measurement framework to assess the impact of Health Board spending in the following 4 domains:</p> <p>1. Social value</p>	<p>Director of Finance</p>		<p>On-track</p>	<p>It is proposed that the wording of the Planning Objective be amended to:</p> <p><i>By March 2023 develop a Social Value that outlines our collective ambition and vision for Social Value, incorporating a clear action plan and measures for progress. An umbrella strategy comprising:</i></p>

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	<p>2. Economic Value 3. Environmental impact 4. Cultural benefit</p> <p>This framework will provide new measures for the Board Assurance Framework in relation to Strategic Objective 6 and will identify opportunities for new Planning Objectives for delivery from April 2024</p>				<ul style="list-style-type: none"> • <i>Social Value (Intelligence): determine the communities which have the greatest need(s) and co-ordinate efforts across the Health Board</i> • <i>Public Health (Intelligence): assess the assets within those communities, develop high impact proposals and encourage delivery within those communities</i> • <i>Procurement: local sourcing in support of the foundational economy</i> • <i>Workforce: supporting those from our most deprived communities</i> • <i>Facilities & Estates (Carbon): measuring our carbon footprint and pointing to areas of greatest impact for decarbonisation measures</i> • <i>Facilities & Estates (Physical Assets): extracting social value from our physical estate through initiatives spanning usage, maintenance, design and build</i> <p><i>By August 2022 establishing a Social Value Community of Practice to provide a focus and momentum for delivery across these delegated workstreams.</i></p> <ul style="list-style-type: none"> • Strategic responsibility has moved within the Director of Finance portfolio, June 2022, to align with the Finance Intelligence and Value team. • Initial positive engagement with Public Health leads on overlaps with strategy and priorities. Including developing some common aspects under the proposed umbrella arrangement. • Engagement with all leads underway, to build from the platform of progress and exploration thus far

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					<p>within each of the sub-elements, to next draw together into an over-arching strategy via the proposed community of practice.</p> <ul style="list-style-type: none"> • Wider engagement remains a key risk given operational pressures of the Health Board. This will be proactively monitored, and if necessary escalated, via the Community of Practice and Executive lead.
6I	<p>By March 2022 establish an interim budget for 2022/23 which supports the planning objectives contained in the Health Board's interim plan for 2022/23. This budget will include identification of the required savings requirements and opportunities to achieve the Health Boards agreed financial plan as well as their application to the relevant budgets for each director.</p>	Director of Finance		On-track	<ul style="list-style-type: none"> • An interim budget has been established and articulated to all budget holders within each Accountability Letter • The Accountability Letters were accompanied with an opportunity's framework highlighting circa £50m> of potential opportunities • The Senior Finance Business Partners engaged with their respective Directorates to explore the aforementioned opportunity's framework and whether there was any in technical and/or allocative efficiency that could be achieved in-year. This was on the premise that the longer term savings challenge would be addressed via the Target Operating Model
6L	<p>Coordinate an ongoing balanced approach to how resources are used and invested and dis-invested in, to achieve workforce, clinical service and financial sustainability.</p> <ul style="list-style-type: none"> • Chair the Use of Resources leadership group to facilitate balanced decision making, providing a summary update into the Sustainable Use of Resources 	Director of Finance		On-track	<ul style="list-style-type: none"> • The inception of both the Use of Resources (UoR) (Executive) and the Use of Resources (Directorate) are intended to introduce a significant level of rigour around the utilisation of resources • All investments UoR (Executive) and cost pressures UoR (Directorate) have documentation to clearly set out either the Return on Investment and/or the cost drivers of the in-year financial position

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	<p>committee as appropriate.</p> <ul style="list-style-type: none"> • Continually deliver effective executive partnering from the finance function to achieve clarity on resource utilisation, investment and dis-investment appraisals, including the shift of resources across services to achieve our strategic objectives. • Develop and implement a single revenue investment approach pan Health Board, and instil it within pre-existing governance forums and procedures, ensuring summary financial appraisals are consistently and clearly described, including the appropriate finance business partnering sign-off. • Implement a monthly management information suite to drive organisational financial discipline for across all revenue implications, namely, Savings and Opportunities realisation, investment and dis-investment schedules and funding streams. 				<ul style="list-style-type: none"> • Both UoR Groups have strong finance representation, including Director of Finance, Deputy, Assistant Directors and the relevant Business Partner to the Directorate. The articulation of any investments, savings, opportunities is set out in each of the respective forums to promote and balance financial sustainability • A current review of the extant documentation is being worked through to further enhance the utilisation of resources. This will include metrics the identification of funding, allocation/revenue to support the investment. • The business case template will appraise and demonstrate Return on Investment (RoI), Pay Back Period and tangible and non-tangible benefits realisation. Moreover, there will be an underpinning assessment on the likely realisation of the investment (including baseline assessments to demonstrate delivery where appropriate) • Finally, any and all investments are and will continue to clearly and unequivocally set out clear allocation(s) and/or funding to meet said scheme. Where there is not the requisite funding, an options appraisal will set out the impact either recurrently/non-recurrently of said decision

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6M	<p>Develop a refreshed Cyber Security Framework by March 2022 and supporting timelines and actions to protecting Health Board information, ensuring confidentiality, integrity of assets and data and availability. Key elements of this framework will be</p> <ul style="list-style-type: none"> • refreshing the information assets register and ensuring that business critical assets are kept secure at all times • identifying the threats and risks (Routine Cyber Security Penetration Testing); • identifying the safeguards that should be put into place to deal with these threats and risks; • monitoring the safeguards and assets to manage security breaches (Cyber Security Framework); • responding to cyber security issues as they occur, and; • updating and adjusting safeguards in response to changes in assets, threats and risks. 	Director of Finance		On-track	<ul style="list-style-type: none"> • Cyber Framework has been developed along with a workstream plan for the associated work packages. • Implementation of regular vulnerability scans completed. • Removal of legacy operating systems on-going (Windows XP / Windows 7 and Windows Server 2008). • Security Incident and Event Monitoring solution implemented. • Migration from Sophos Anti-Virus to Windows Defender is progressing well (7,034 devices completed with 3,500 remaining). • Health Board phishing and communication campaigns being planned. • "Table-top" exercise to test the Health Boards incident response scheduled for the end of June. • Migration to Cloud based web filtering underway. • Improvements in Cloud security assessments has been completed. • Currently scoping out third party supply chain security improvements.
6N	"By March 2023 develop an initial intelligent automation plan which combines robotic process automation technology, AI and natural language processing to streamline data collection and integration.	Director of Finance		On-track	<ul style="list-style-type: none"> • Approach documented • Steering Group in place • Robotic Process Automation (RPA) Professional Services provided by Northampton Hospital Trust in place

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					<ul style="list-style-type: none"> • Proof of concept Work underway with Davies group • Initial workshop with Finance held • Workshop with Workforce to be scheduled