



**PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 February 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update Report
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 10 Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2024/25. The POs 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 actions, which move the organisation towards that horizon over the next year.

For 2024/25, two Planning Objectives are aligned to the Sustainable Resources Committee (SRC), namely PO2 Financial Recovery and Route map; and PO9 Digital Plan.

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

The Planning Objectives are the bedrock of our Annual Plan for 2024/25, and this report is presented as an update to demonstrate where progress has been made in delivering the Planning Objectives aligned to the SRC.

Asesiad / Assessment

The overarching status of the two POs shows an improved position for both - on-track for PO2 (Financial Recovery and Route Map) which was behind in the previous quarter; and complete for PO9 (Digital Plan) which was previously on-track.

Highlight reports for the individual POs can be found in **Annex 1** demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months.

Argymhelliad / Recommendation

The Sustainable Resources Committee is asked to **RECEIVE ASSURANCE** on the progress of Planning Objectives PO2 (Financial Recovery and Route Map) and PO9 (Digital Plan) to assure the Board that the Planning Objectives are progressing and are on target, and to raise any concerns where a Planning Objectives is identified as behind in its status and/or not achieving against its 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
Amcanion Cynllunio Planning Objectives	2 Financial recovery and route map 9 Digital plan
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
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	Report presented to Public Board in September 2020
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Public Board - March 2024 (acceptance of 2024/25 Planning Objectives as part of the 2024/25 Annual Plan)

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: Objective 2 – Financial Routemap

Executive Lead: Huw Thomas, Executive Director of Finance

Reporting Period: Q3, 2024/25

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)

Significant progress in-year in respect of savings delivery, reduction in underlying deficit. Plans emerging for more efficient service delivery through CSP, annual plan etc. Emerging collaboration agenda with SBUHB may accelerate efficiency and productivity gains, reduce commissioning frictional losses etc.

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

- Compendium of variation updated to reflect current areas of opportunity to explore for savings generation
- Changes to internal control processes adopted to reduce expenditure in key “waste” areas – agency and locum spend, recruitment to non-essential A&C posts etc
- Opportunities identified from previous variation modelling being addresses – eg changes in MIU provision, intensive care, bed provision, out of hospital care (hospital at home) etc
- Further engagement sessions with Board, Execs and clinical leadership to address next steps
- Emerging collaboration framework with SBUHB has potential to accelerate efficiency and productivity agenda and is being actively explored through commissioning and fiancé teams

Activities completed in previous reporting period

- Refreshed compendium of variation
- Individual financial intelligence products in production, notably around end of life care and atlases of variation updates
- Revised / updated CHC and FNC benchmarking undertaken
- Value and Sustainability subgroup – mirroring that established at all-Wales level – undertaking detailed investigations into areas of financial opportunity

Activities planned for next milestone and reporting period

- Continue to undertake variation analysis to maintain list of variation / potential opportunities for efficiency, productivity, cost reduction
- Collaborate with SBUHB on developing a sub-regional assessment of demographic impacts, capacity modelling, opportunities to collaborate on joint solutions to respective financial challenges etc
- Finalise 2023/24 comparative analysis to inform strategic level variation to other Welsh Health Boards
- Assessment of impact of latest planning guidance from WG on financial performance, areas of investment / disinvestment therein

Any other Comments

Matters for information: None

Risks to delivery: Reliant on small team – risks associated with recruitment / retention of staff, common across finance department

Any other comments: None



Submitted By: Anthony Tracey, Director of Digital

Date Submitted: February 2025



Planning Objective: : 9 – Digital Agenda

Executive Lead: Huw Thomas, Executive Director of Finance

Reporting Period: February 2025

Overall status: Complete
Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery)
The objective was to secure a strategic partner for the Health Board to accelerate the transformation with Digital at the heart. In December a 10-year contract was awarded to CGI and they are now actively supporting the Health Board in its transformation journey

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):
The Health Board is now working with CGI to create deployment plans for the accelerated rollout of Patient flow, ePMA and the underlying technical architecture

Activities completed in previous reporting period

- Formal award of the Strategic Partner
- Contract Signed

Activities planned for next milestone and reporting period

- Deployment Plans for the foundation systems
- Integration layer required for the underlying system architecture

Any other Comments
Matters for information:

Risks to delivery:

Any other comments: