

PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 December 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Aligned to Sustainable Resources Committee
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance Lee Davies, Director of Strategic Development and Operational Planning Professor Philip Kloer, Medical Director and Deputy Chief Executive Officer
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

As part of the Annual Recovery Plan for 2021/22, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation, i.e. the horizon that the Health Board is driving towards over the long term, in addition to a set of specific, measurable Planning Objectives to move the organisation towards that horizon over the next three years.

The purpose of this report is to provide the Sustainable Resources Committee with an update on the progress made in the development/delivery of the Planning Objectives, under the Executive Leadership of the Director of Finance, Medical Director, and Director of Strategic Development and Operational Planning, that are aligned to this Committee 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.

There are ten Planning Objectives assigned to each Executive Lead as follows:

Director of Finance

- **6A:** Develop a detailed 3 year financial plan based on the finance team's assessment of allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money that can be captured within that timeframe. This plan should support the Health Board's other objectives and command the support of Welsh Government (WG) and the Board. This will require a process to allocate these opportunities to relevant budgets and support budget holders to identify, plan and deliver the changes necessary to realise those opportunities. A clear monitoring and escalation

process will be required to ensure budget holders deliver their plans and the Board maintains clear oversight

- **6B:** Establish an on-going process to review and refresh the assessment of technical and allocative value improvements and income opportunities open to the Health Board and use this both to maintain in-year financial delivery and future budget setting.
- **6C:** Construct a 5 year financial plan, which achieves financial balance based on securing the opportunities arising from the implementation of the strategy “A Healthier Mid and West Wales” and progress made in the interim period on the allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money improvements. This plan will command the support of WG and the Board
- **6H:** To be completed by the end of 2021/22; to undertake a full analysis of the Health Board’s supply chain in light of the COVID-19 pandemic to assess the following:
 - Length and degree of fragility
 - Opportunities for local sourcing in support of the foundational economy
 - Carbon footprint
 - Opportunities to eliminate single use plastics and waste

The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed Planning Objectives for 2022/23 implementation.

- **6I:** By September 2021, propose new Planning Objectives to establish locality resource allocations covering the whole health budget (and social care where agreed with partners) and test innovative approaches to driving the shift of activity from secondary care settings to primary and community care. Additional aims will be to ensure secondary care thrives in doing only what it can do, shifts are based on the needs and assets of the local population, and localities progressively close the gap between budget and target resource allocation.
- **6J:** To develop, by 30 September 2021, a plan to deliver £16m of recurrent savings based on opportunities for technical and allocative efficiencies across the Health Board’s budgets. The savings will need to be deliverable on a pro rata basis by the end of the financial year to ensure that the underlying deficit does not further deteriorate. This will be based on the Health Board’s developing opportunities framework and developed in conjunction with budget managers across the organisation.

Medical Director

- **6D:** Develop the capability for the routine capture of Patient Reported Outcome Measures (PROMs) and implement in all clinical services within 3 years. Establish the required digital technology and clinical leadership and engagement to facilitate pathway redesign based on these insights and put in place impact measurement processes to evaluate changes at a pathway level.
- **6E:** Design and implement a Value Based Health Care (VBHC) education programme to be implemented with academic institutions for managers and clinicians, which could also be offered to partners.
- **6F:** Implement a VBHC pathway costing programme for all clinical services that is capable of being completed within 3 years, and prioritised based on the likelihood of generating change.

Director of Strategic Development and Operational Planning

- **6G:** To develop a plan during 2021/22 and begin implementation within the next 3 years to make all Health Board services carbon neutral by 2030 and establish Green Health initiatives across the Health Board estate, building on the work currently underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of staff and public.

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'
6A	Director of Finance	On track	Not Applicable (N/A)
6B		Completed	N/A
6C		Behind	A 5 year financial plan has been developed and shared across the organisation. This is being used as the holistic direction for the more detailed Integrated Medium Term Plan (IMTP). The Finance Function have identified a roadmap to breakeven, evidenced via various allocative and technical studies.
6H		On track	N/A
6I		Behind	Whilst ambitious objective not delivered in way described. An innovative Locality Resource Tool baseline has been produced and shared via locality Directors and their teams.
6J		Behind	Progress is being made, but robust updates will be known in late December when the second iteration of the IMTP has been reviewed. Currently, the £11.5m has been included within our underlying deficit position, that has been shared with Welsh Government.
6D	Medical Director	On track	N/A
6E		On track	N/A
6F		On track	N/A
6G	Director of Strategic Development and Operational Planning	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:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives:	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 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 SRC as at 6th December 2021

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
6A	<p>Develop a detailed 3 year financial plan based on the finance team’s assessment of allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money that can be captured within that timeframe. This plan should support the Health Board’s other objectives and command the support of Welsh Government and the Board. This will require a process to allocate these opportunities to relevant budgets and support budget holders to identify, plan and deliver the changes necessary to realise those opportunities. A clear monitoring and escalation process will be required to ensure budget holders deliver their plans and Board maintains clear oversight</p>	Director of Finance	31/03/2022	On track	<ul style="list-style-type: none"> • Having already delivered a 5 year financial roadmap to breakeven, the detailed work is currently in progress with the IMTP updates across directorates. All key aspects of the overarching roadmap have been built into the Executive Team priorities that have shaped the second iteration following the initial version. • Finance Business Partner teams are on track to present financial sustainability options with the service, identifying the c.2.5% of recurrent savings that need to be delivered through the financial plan. • Investments are undergoing internal scrutiny using the Four A’s model, but are currently significantly higher than the anticipated workforce and financial availability that has been stated. A prioritisation exercise will be concluded through the IMTP process in line with the PO deadline. .
6B	<p>Establish an on-going process to review and refresh the assessment of technical and allocative value improvements and income opportunities open to the Health Board and use this both to maintain</p>	Director of Finance	30/09/2021	Completed	<ul style="list-style-type: none"> • Whilst this will continuously need to update for new sources and opportunities a baseline position and tools established and shared, with introductory training, via finance business partnering teams.

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
	in-year financial delivery and future budget setting.				<ul style="list-style-type: none"> Planning objective 6B has been modified and strengthened for 2022/23.
6C	Construct a 5 year financial plan that achieves financial balance based on securing the opportunities arising from the implementation of the strategy “A Healthier Mid and West Wales” and progress made in the interim period on the allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money improvements. This plan will command the support of Welsh Government and the Board	Director of Finance	31/03/2022	Behind	<ul style="list-style-type: none"> A 5 year financial plan has been developed and shared across the organisation. This is being used as the holistic direction for the more detailed IMTP. The Finance Function have identified a roadmap to breakeven, evidenced via various allocative and technical studies. The ‘roadmap’ has been shared with key stakeholders across the Health Board, Welsh Government and Finance Delivery Unit for their comment and support. Whilst the Health Board have given it their full support, and the in-principle support to the shaping of the IMTP, Welsh Government and Finance Delivery Unit colleagues have given their support to understand the operational and planning elements in more detail, full support and confidence is still being developed with further meetings scheduled during week commencing 6th December 2021.
6D	Develop the capability for the routine capture of PROMS and implement in all clinical services within 3 years. Establish the required digital	Medical Director	31/05/2021	On track	<ul style="list-style-type: none"> VBHC Programme Plan developed and being reviewed on a weekly basis to accommodate emergent service areas.

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
	<p>technology and clinical leadership and engagement to facilitate pathway redesign based on these insights and put in place impact measurement processes to evaluate changes at a pathway level</p>				<ul style="list-style-type: none"> • In line with the overall VBHC Programme Plan, individual project areas are planned out with clinical and service leads identifying approach, milestones and objectives. • Finance Value work plan developed and reviewed in conjunction with the overall VBHC Programme Plan. • Ongoing work with Communications department to publicise progress in target areas. Further work to be done on creating a space to signpost to VBHC resources and support. • Cardiovascular conditions case study developed in conjunction with VBHC and Cardiology Transformation Team. Insights to be presented through Service Review Meeting process. • Ongoing collaboration with National Value in Health Team and other Health Boards. Further collaboration with BCUHB and PTHB in support of the Mid Wales Health Care Collaborative. • Development of dedicated VBHC Clinical Leadership Group has been delayed due to unavailability of key personnel. Clinical engagement currently being undertaken on a service by service basis with the formation of the formal Clinical Leadership Group now planned for Q4.

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
					<ul style="list-style-type: none"> Team objectives and actions linked with individual PADR process.
6E	Design and implement a VBHC education programme to be implemented with academic institutions for managers and clinicians that could also be offered to partners	Medical Director	31/07/2021	On track	<ul style="list-style-type: none"> Second cohort of the 'Bringing Value to Life' Education Programme has been successfully completed as a face to face course. Proposed delivery of a third cohort in conjunction with BCUHB and PTHB had also been intended as an in person course during November. Changes in health service pressure have led to a short delay and situation will be re-evaluated early in 2022.
6F	Implement a VBHC pathway costing programme for all clinical services that is capable of being completed within 3 years, and prioritised based on the likelihood of generating change.	Medical Director	31/03/2024	On track	<ul style="list-style-type: none"> Regular formal and informal conversations in regional, national and indeed European groups. A standard but adaptive process has been put in place to support pathway costing. As an element of the overall VBHC programme, the finance team participate in early discussions with clinical and operational leads and co-produce the milestones and objectives where a financial perspective would be worthwhile.
6G	To develop a plan during 2021/22 and begin implementation within the next 3 years to make all Health Board services carbon neutral by 2030 and establish Green Health initiatives across the health board estate building on the work currently	Director of Strategic Developments and Operational Planning	31/03/2022	On track	<ul style="list-style-type: none"> By first quarter 2022/23 develop and endorse 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

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
	<p>underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.</p>				<p>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.</p> <ul style="list-style-type: none"> • 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 to support the wider public sector ambition to address the climate emergency.
6H	<p>To be completed by the end of 2021/22 undertake a full analysis of our supply chain in light of the COVID-19 pandemic to assess the following:</p> <ul style="list-style-type: none"> - Length and degree of fragility - Opportunities for local sourcing in support of the foundational economy - Carbon footprint - Opportunities to eliminate single use plastics and waste 	Director of Finance	31/03/2022	On track	<ul style="list-style-type: none"> • The Centre for Local Economic Strategies have produced some initial strategy documents in relation to the development of a Community Wealth Building baseline assessment. This has been approved. • Our carbon accounting report was submitted to Welsh Government ahead of the October deadline. We have been informed by Welsh Government that we were the only Health Board to submit the return on time within Wales.

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
	The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed Planning Objectives for 2022/23 implementation				<ul style="list-style-type: none"> • As part of ISO14001 we set ourselves annual targets and one of those is usually around measures to improve recycling. This year we are rolling out source segregation in WGH in line with legislative requirements. We have already rolled out source segregation in BGH and PPH and the aim will be to eventually have source segregation on all sites. • Through our sharps box provider Vernacare hoping to change over to a more sustainable box which will contain 30% less virgin plastics than they do currently. The difference will be that all bases will be grey instead of yellow so this is currently with H&S and IPC to determine if they can see any issues with the change over. This will be significantly beneficial as will assist with reducing our carbon footprint, reduce the use of single use plastics and avoid a price increase of 6-12% due to new law on packaging tax coming in on April 1st . If H&S and IPC are in agreement then the switch over would start on April 1st 2022 to avoid this price increase.
6I	By September 2021 propose new Planning Objectives to establish locality resource allocations covering the whole health budget (and social	Director of Finance	30/09/2021	Behind	Whilst ambitious objective not delivered in way described. An innovative Locality Resource Tool baseline has been

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
	<p>care where agreed with partners) and test innovative approaches to driving the shift of activity from secondary care settings to primary and community care. Additional aims will be to ensure secondary care thrives in doing only what it can do, shifts are based on the needs and assets of the local population, and localities progressively close the gap between budget and target resource allocation</p>				<p>produced and shared via locality Directors and their teams.</p> <p><i>Following revisions to objectives in year 6I has been split for 2022/23 proposals:</i></p> <p>6B revision includes: “Deliver a comprehensive service mapping of resource allocation and utilisation identifying operational efficiencies and inefficiencies describing the physical nature of the patient care provided, and its workforce and financial disposition, evidenced from internal and external benchmarking and comparisons analysis.” and “Having established a locality based fair share of resources received by the Health Board, embed an annual update aligned with planning cycle to monitor and challenge progress in closing the gap between income and both actual and projected expenditure, in support of overall deficit reduction strategy.”</p> <p>5H: The operational aspects are incorporated into an operational planning objective for Integrated Locality Plans, which finance team will support as described above.</p>
6J	To develop, by 30 September, a plan to deliver £16m of recurrent savings	Director of Finance	30/09/2021	Behind	<ul style="list-style-type: none"> A plan, and associated delivery, has been fully developed for the £16m

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
	<p>based on opportunities for technical and allocative efficiencies across the Health Board's budgets. The savings will need to be deliverable on a pro rata basis by the end of the financial year to ensure that the underlying deficit does not further deteriorate. This will be based on the Health Board's developing opportunities framework, and developed in conjunction with budget managers across the organisation.</p>				<p>savings requirement for 2021/22 on a non-recurrent basis. However, there still remains a recurrent gap in these plans of c.£11.5m.</p> <ul style="list-style-type: none"> • This remaining requirement has now been carried forward into the opening position of the IMTP, with plans being developed across the organisation to deliver these priorities prior to the start of the new financial year. • Progress is being made, but robust updates will be known in late December when the second iteration of the IMTP has been reviewed. Currently, the £11.5m has been included within our underlying deficit position, that has been shared with Welsh Government.