



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	23 February 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Aligned to the Sustainable Resources Committee 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

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.

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	Change	If Planning Objective is 'behind'
6A	Director of Finance	On track		Not Applicable (N/A)
6B		Completed		N/A
6C		Completed		N/A
6H		Completed		N/A
6I		Behind		Whilst the ambitious objective not delivered in way described, an innovative Locality Resource Tool baseline has been produced and shared via locality Directors and their teams, with updates and further insights ongoing in preparation for an extended new year objective 6B
6J	Behind		<ul style="list-style-type: none"> A plan, and associated delivery, has been fully developed for the £16m savings requirement for 2021/22 on a non-recurrent basis. However, there remains a recurrent gap in these plans of £11.5m. The remaining requirement has now been carried forward into the opening position of the Integrated Medium Term Plan where plans will need to be identified on top of the additional requirement for FY23. 	
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

A set of revised Planning Objectives for 2022/23 have been proposed and were approved by Public Board in January 2022. A copy of these Planning Objectives aligned to the Sustainable Resources Committee can be found in Annex 2, and will be reported upon from April 2022.

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 10th February 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
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 presenting financial sustainability options to the service, supporting the total c.2.5% of recurrent savings target, 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, and updates are being submitting to Board Seminar on 17th February 2022 and SRC on 23rd February 2022 for update, discussion, and decision.
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 previously shared, with introductory training, via finance business partnering teams. • Updated Jan 2022 for further opportunity ideas, to be tested operationally this quarter.

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	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	Complete	<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. • It has been deemed that full support has been given to the assessment and construction of the plan, hence the complete status, but further work will continue to gain the actual resource support from WG, or not, as part of the IMTP process which would need to demonstrate the assurance around deliverable plans to achieve this.
6D	Develop the capability for the routine capture of PROMS and implement in all clinical services within 3 years. Establish the required digital technology and clinical leadership	Medical Director	31/05/2021	On-track	<ul style="list-style-type: none"> • Programme advancing in line with agreed rollout plan. Initial heart failure review in October, with follow-up planned for February. Further reviews to take place this calendar year include lymphoedema, trauma and

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	and engagement to facilitate pathway redesign based on these insights and put in place impact measurement processes to evaluate changes at a pathway level				orthopaedics, chronic pain, age related macular degeneration.
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"> • Third cohort of education programme to take place in March (virtually), with a focus on delivery of value in rural areas. The course is being undertaken collaboratively with PTHB and BCUHB.
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"> • Well advanced and in line with the PROM capture programme, with current activity focusing on trauma and orthopaedics. • 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 underway. The aim will be to	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 implement this plan to meet the targets established in the NHS Wales Decarbonisation Strategic Delivery Plan in the

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
	address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.				<p>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 <p>The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed</p>	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. • 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

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	Planning Objectives for 2022/23 implementation				<p>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.</p> <ul style="list-style-type: none"> • 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 changeover. 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 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	Director of Finance	30/09/2021	Behind	<ul style="list-style-type: none"> • Whilst the ambitious objective not delivered in way described, an innovative Locality Resource Tool baseline has been produced and shared via locality Directors and their teams, with updates and further insights ongoing in preparation for an extended new year objective 6B (as previously noted) and also 5H • Where the operational aspects are incorporated into an operational planning objective for Integrated Locality Plans, which finance team will support as described above.

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	localities progressively close the gap between budget and target resource allocation				
6J	To develop, by 30 September, 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.	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 savings requirement for 2021/22 on a non-recurrent basis. • However, there remains a recurrent gap in these plans of £11.5m. • The remaining requirement has now been carried forward into the opening position of the IMTP where plans will need to be identified on top of the additional requirement for FY23. • The £11.5m has been included within our underlying deficit position, that has been shared with Welsh Government.

APPENDIX 2 – Planning Objectives for 2022/23

New Planning Objectives for 2022/23

Wording of new Planning Objective	Executive Lead	Comments
<p>Develop a robust Cyber Security Framework by March 2022 that provides a timeline and actions to protecting Health Board information, ensuring confidentiality, integrity of assets and data and availability. To achieve and maintain these goals, we will:</p> <ul style="list-style-type: none"> • determine the assets that are so important to the business that they need to be kept secure at all times (Information Assets Registers); • identify the threats and risks (Routine Cyber Security Penetration Testing); • identify the safeguards that should be put into place to deal with these threats and risks; • monitor the safeguards and assets to manage security breaches (Cyber Security Framework); • respond to cyber security issues as they occur, and; • update and adjust safeguards in response to changes in assets, threats and risks. 	Director of Finance	
<p>To develop intelligent automation, where traditional robotic process automation (RPA) technology will be combined with AI and additional capabilities such as natural language processing, to address many of the barriers with have as a Health Board. Introducing the concept of a “digital worker” which can automate any business process, interacting with line-of-business applications in the same way as a human worker, but more quickly, accurately and continuously by routinely entering or extracting data and then processing to be presented to users for secondary uses.</p>	Director of Finance	
<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 committee as appropriate. • 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. 	Director of Finance	
<p>Implement the three objectives and associated actions contained within the VBHC plan (2021-24), 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’</p>	Medical Director	Merger of Planning Objectives 6D and 6E

Revised/reworded Planning Objectives for 2022/23

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
6B	Develop a continuous approach to Finance Business Partnering that pioneers Financial Sustainability across all organisational areas, including service change, value improvements and income opportunities, in harmony with other corporate partners/relationship managers (Linked to Planning Objectives [Workforce #] and [Improving Together #]), establishing a consistent governance approach to financial management as part of business management meetings on, at least, a monthly basis for each service, with escalation structures incorporated.	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.	Director of Finance	Existing Planning Objective continuing into 2022/23
6F	Implementing and further developing an activity based condition and pathway costing programme, that both aligns and integrates the VHBC Plan Planning Objective. Principally: <ul style="list-style-type: none"> • Through engagement at each project inception to offer a financial consideration of Value Based Healthcare to all potential projects. • Then prioritising and implementing costing projects with reference to furthering organisational strategy and the likelihood of producing intelligence and evidence that supports operational and clinical change. • Exploring further innovation and development in the application of this costing approach. 	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 Finance	Existing Planning Objective continuing into 2022/23
6G	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 implement this plan to meet the targets established in the NHS	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	Director of Strategic Development and Operational Planning	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	<p>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 to support the wider public sector ambition to address the climate emergency.</p>	<p>Board level, improve the natural environment and support the wellbeing of our staff and public.</p>		
6H	<p>By the end of 2022/23 develop our Social Value strategy and deliver the in-year action. The Strategy will outline our collective ambition and vision for Social Value and incorporate a clear action plan. We will also develop a means to measure and evaluate the impact of the strategy. The strategy will be an umbrella strategy which incorporates the key pillars of work being undertaken by;</p> <ul style="list-style-type: none"> • Intelligence: determine the communities and impact which have the greatest needs; assess the assets within those communities and encourage delivery within those communities; • Procurement: local sourcing in support of the foundational economy • Workforce: supporting those from our most deprived communities • Carbon: measuring our carbon footprint and pointing to areas of greatest impact for decarbonisation measures 	<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 <p>The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed Planning Objectives for 2022/23 implementation</p>	Director of Finance	This includes elements of the previous Planning Objective 2G

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	<ul style="list-style-type: none"> • Physical assets: extracting social value from our physical estate through design and build, usage and maintenance <p>We will establish a Social Value Community of Practice to provide a focus and momentum for delivery.</p>			