

Sustainability Committee

Key summary points for the board from the meeting of the Sustainability Committee held on 25th April 2017.

2016/17 Year end position

The Trust ended the 2016/17 financial year with a deficit of £16.298 million, thus delivering a slightly improved position against the control total of £16.400 million set by NHSI. Expenditure against the Trust's Capital Resource Limit gathered pace as the year progressed with expenditure of £12.266 million, which represents an underspend of £0.002 million. The Committee formally acknowledged the significant efforts across the organisation to deliver this outcome.

Operational Plan 2016/17 – Progress Report Month 12

The committee noted the performance as at Month 12 and the particular performance challenges and successes.

Following approval at the Trust Board last month, the committee turned their attention to the Operational Plan 2017/18 with the care groups confirming there was:

- Better linkages between the activities identified, some of which cross multiple care groups.
- Greater ownership
- A balanced focus on Safety, kindness, people and finance.

However it was recognised that some of the activities were more robust/less risky than others, and last year only half of aspirational savings/improvements had been delivered. Accordingly the committee decided that a significant part of their meetings on 2017/18 should be devoted to this and agreed a rolling programme of **assurance** focused on the 36 activities, with the aim of two activities a month being presented at future meetings.

It was agreed that while 'CIP' programs and 'cost saving initiatives' will have to be managed, labeled and reported as such to our stakeholders but all felt these terms were unhelpful: these initiatives rarely save money without having some impact on safety, kindness and effectiveness. All agreed the committee will continue to review, behave and approve business change and improvement products with due regard to all impacts on safety, care and finance.

Sustainable Services Programme Briefing

An update on the programme was received noting that while the overall project status is Green/Amber there were two new areas recently rated Red (Workforce & Business change and IT). These related to the further work required in terms of working through the practicalities of what the care groups will require in terms of workforce, e.g. double-running, backfill and creation of posts and the significant impact on the clinical model and progress of IT solutions. It was noted these are issues for which we are fully accountable.

Management of SaTH Estates/Medical Equipment Backlog

The committee received a briefing from Martin Foster in response to its request to understand the level of risk the Trust was carrying as a result of limited capital resources and therefore not being able to address its current backlog problem. The committee was advised of an improving position through capital investment in recent years and the prioritised schemes in the 2017/18 capital programme, but acknowledged that there was still a considerable way to go. The committee recognised the efforts being made by the Estates Department in managing a difficult situation with very limited resources. Steps are being taken by the Chair to understand the level of risk SaTH is taking by being budget limited.

IT System Solution

Nigel Appleton gave an overview of the issues facing the IT Department and impact of limited resources in how it is able to respond. There was a desire for its IT programme to be more innovative and exciting and to undertake more development work. There was a recognition of significant investment needed and a business case is to be developed to identify this. Despite the limited resources, the IT Department was commended in how it responds to the needs of the service and how it continues to achieve successes, for example the Clinical Portal which is used by over 1200 clinicians across the Trust. It was noted an IT strategy is being developed and will be presented to the committee.

Other issues discussed

- Board Assurance Frame risks were reviewed and rag rating status re-confirmed.
- AOB – approval received from NHSI to commence the Productivity improvement project across outpatients, theatres and radiology.

Name of Chair: Clive Deadman
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