

Trust Board Paper Z

To:	Trust Board								
From:	Andrew Seddon, Director of Finance and Business Services								
Date:	19 March 2013								
CQC regulation:	10 and 16								
Title:	UHL Sustainability Plan – Progress Report								
Author/Responsible Director: Andrew Chatten, MD, LLRFMC / Andrew Seddon Director of Finance and Business Services									
Purpose of the Report: To advise the UHL Trust Board of progress on the main deliverables in developing and implementing an effective Trust Sustainability Plan.									
The Report is provided to the Executive Team for:									
<table border="1"> <tr> <td>Approval</td> <td></td> </tr> <tr> <td>Assurance</td> <td></td> </tr> </table>	Approval		Assurance		<table border="1"> <tr> <td>Discussion</td> <td>X</td> </tr> <tr> <td>Endorsement</td> <td>X</td> </tr> </table>	Discussion	X	Endorsement	X
Approval									
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Discussion	X								
Endorsement	X								
Summary / Key Points: UHL have commissioned Interserve Consulting to develop a robust Trust Sustainability Plan in line with NHS requirements. This report identifies the progress made to date and the future actions and initiatives to be implemented in fully developing the requirements to develop the UHL Sustainability Plan including: <ul style="list-style-type: none"> - overview of Sustainability Plan; - progress to date including gap analysis and update on stakeholder engagement workshops; - future actions and Trust updates It is intended that a presentation will be made to the Executive Team in May (for a decision upon resourcing of plan delivery) and a subsequent report delivered to the May Trust Board upon the stage one outputs with a resource plan to deliver stage two.									
Strategic Risk Register -	Performance KPIs year to date -								
Resource Implications (eg Financial, HR)									

No additional resources identified or required with regard to current progress of the Sustainability Plan.

Assurance Implications:

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Patient and Public Involvement (PPI) Implications:

Potential for future engagement with public, patients and staff in developing a comprehensive and integrated Sustainability Plan may be required.

Equality Impact:

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Information exempt from Disclosure:

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Requirement for further review?

Further reports to both Executive Team and Trust Board will be on-going to keep the Trust fully informed as to progress of developing and implementing the future UHL Sustainability Plan.



INTERSERVE FM-UHL SUSTAINABILITY PLAN-PROGRESS REPORT

19th March 2013

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1. Overview-Developing a sustainability plan for UHL

This document is intended to summarise the main proposed deliverables associated with phase 1 and 2 of the sustainability project and to recap the main project phases as set below:

- Phase 1: to conduct a gap analysis with respect to sustainability for the Trust- to craft a high level sustainability outcome based document, which is robust and sets the direction of travel for the Trust under a wider than compliance only, sustainability agenda; and
- Phase 2: to develop, goals, milestones and targets for the Trust, Clinical and non-clinical operational units on a forward basis in support of the agreed outcomes from Phase 1.

Phase 2 builds on the outputs from phase 1 by working up a set of realistic, but stretching goals and targets which provide the structure for a strong overreaching narrative. This narrative will build on the gap analysis, outcomes and recommendations.

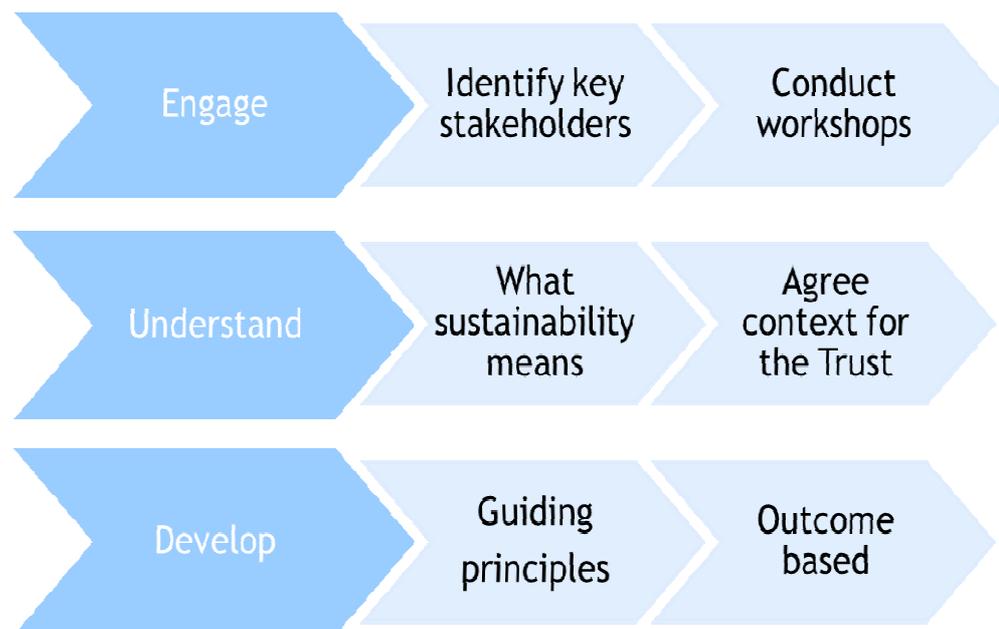
Overall core deliverables are as set out below:

- To provide the Trust with an initial gap analysis based on Interserve's assessment against NHS sustainability best practice and guidance;
- To create and agree with the Trust sustainability outcomes- such outcomes will be over-reaching guidelines to help drive behaviours in support of the sustainability plan;
- To conduct a series of workshops to support the above delivery; and
- To provide a platform to a phase 2 programme which would be designed to create and agree specific goals, targets, milestones and metrics for the robust reporting on sustainability aspects for the Trust, whilst driving sustainability behaviours at the business unit levels.

2. Proposed process

The following model is proposed to enable delivery of phase 1 as set out in Figure 1 overleaf:

Figure 1: Sustainability plan process map for phase 1



1: Engage

In this stage Interserve will identify key stakeholders who can influence the delivery of outcomes for the plan based on their perceived ability to input valued discussions- such stakeholders will be from the Executive Board level through to operational management level of the Trust at this stage of the process.

2: Conduct workshops

Interserve will conduct a series of workshops, targeting the core team of stakeholders to gauge the key strategic and operational challenges-business aspects affecting the Trust from an internal and external perspective as considered by the stakeholders.

3: Discuss what sustainability means

The key challenges highlighted from the workshops will help form an understanding of what sustainability means for the Trust and to put sustainability into context. Interserve will also conduct a gap analysis of current strategic documents as used by the Trust against considered best practice and as set out in guidelines from the Sustainable Development Unit for the NHS-whose work provides initial guidelines for developing a sustainability plan within the NHS environment.

4: Agree context for the Trust

The workshop discussions will centre on highlighted core challenges and work towards a consensus as to the context of sustainability as pertaining to the Trust.

5: Guiding principles

The core outcomes of phase 1 are twofold-conduct a gap analysis with feedback provided to the Trust and provide a series of developed and meaningful sustainability outcomes that can be adopted by the Trust as guiding principles to help drive thinking and doing at all levels- all from a sustainability perspective.

6: Outcome based

A small number of outcomes are anticipated, that will help drive the desired behaviours required for sustainable business processes and performance throughout the organisation-such outcomes would be measured under five capitals (to be developed) as set out below in Figure 2:

Figure 2: The proposed outcomes model:

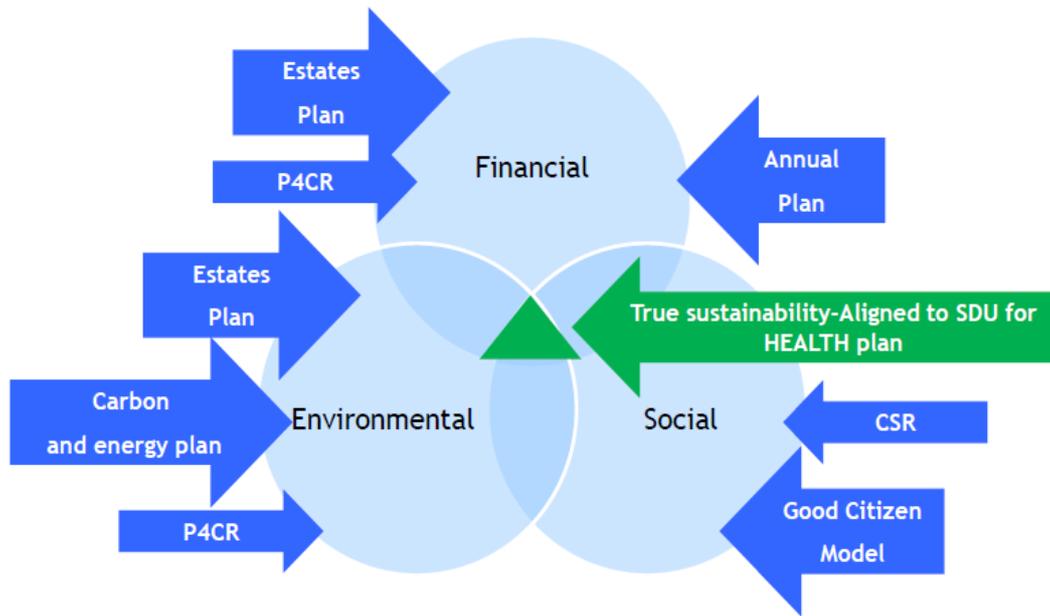


The potential model above embeds sustainability into the strategic "Caring at its best" plan for the Trust but this positioning would require debate as to whether this is how best place sustainability in context for the Trust or should it be placed in a more central core driver role to the business as usual Trust model.

Sustainability capitals would be developed, under phase 2 of the plan with the Trust to enable measurement and monitoring of progress to the desired and intended outcomes.

Overall we are proposing to make sustainability the "glue" for the Trust's business processes, where the "glue" hangs it all together as set out in Figure 3 overleaf:

Figure 3: Sustainability as the “glue”

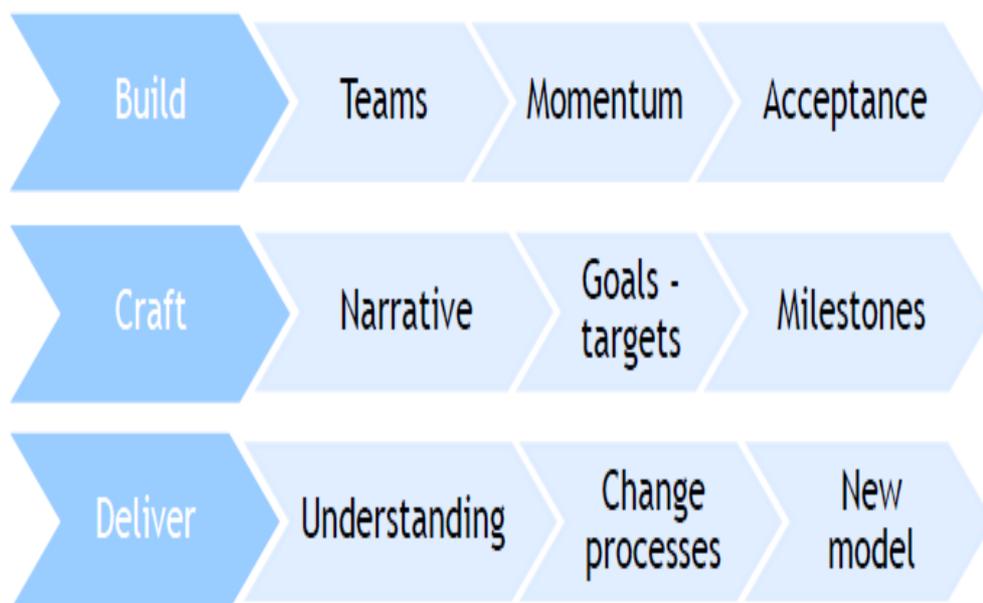


The final sustainability model would be aligned to the recommendations as set out by the Sustainable Development Unit as a result of their current consultation process Jan-May 2013.

The targeted timeline for phase 1 is to complete end of April 2013 subject to completing the intended workshops and with the appropriate level of participation from the targeted stakeholders.

Our proposed model for phase 2 would be as set out in Figure 4 below:

Figure 4: Proposed phase 2 process model



1: Build

This stage would be targeted to cascading the plan through the tiers of the Trust, create targeted teams based on influence levels, build momentum and gain acceptance of change required.

2: Craft

Commence the crafting of plan narrative, working with the targeted teams to set goals and targets and measurement milestones through to 2020 as set out based on the recommendations from the Sustainable Development Unit consultation document process, Jan-May 2013.

3: Deliver

This final stage would be focused on annualised implementation and delivery from 2014-2020 with various gateways and step changes built in as required.

The targeted timeline for phase 2 would be to complete between 6- 12 months from agreement on the sustainability outcomes.

3. Progress on deliverables

Good progress has been made on the gap analysis, with the high level analysis now conducted. Final write up on this is due for release by the 22nd March 2013.

A core team of stakeholders has been identified across the disciplines within the Trust including Executive level.

With respect to engagement workshops-two workshops have been held but with limited personnel only. The sessions were very productive with good input from the participants. The workshops review key challenges for the Trust with respect to sustainability and the wider operational environment including community related aspects.

The impact of the aspects highlighted within the workshops are being considered by Interserve, which will help drive the nature of the sustainability outcomes i.e. the key core output for phase 1

The next tranche of workshops (further invites are out for those who have not been able to attend the workshops thus far for completeness) are due over the next two-three weeks.

Further Executive Board support to emphasise the importance of such workshops would be helpful.

It is anticipated that by end April 2013 the guidance on sustainability outcomes for the Trust will be presented by Interserve to the Trust's Executive Board (May Board Meeting) for consideration along with a proposed plan and budget for phase 2 of the project.