




TRUST BOARD COVER SHEET

	<p><i>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</i></p> <p><i>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</i></p>	
Meeting and Date of meeting	<p>Trust Board Meeting 29th May 2025</p>	
Title of paper		<p>Annual Strategic Plan 2024/2025 Year End Report</p>
Accountable Director	Name	<p>Elaine Wilson</p>
	Position	<p>Director of Performance, Planning and Informatics</p>
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This paper sits within the Trust Board role of:	<p>Strategy</p>	
This paper is presented for:	<p>Assurance <i>(Notes on completion at end of document)</i></p>	
Links to Trust Strategic Priorities 	<input checked="" type="checkbox"/>	<p>Collaborative Working</p>
	<input checked="" type="checkbox"/>	<p>Learning Organisation</p>
	<input checked="" type="checkbox"/>	<p>Safety, Quality & Experience</p>
	<input checked="" type="checkbox"/>	<p>Community First</p>
	<input checked="" type="checkbox"/>	<p>Whole-Life Approach</p>

1. Reason for Presentation of Paper / Report

This report provides a year end update on the delivery of the strategic priorities and enabling actions outlined in the Trust's Annual Strategic Plan 2024/2025.

2. Detailed summary of paper contents:



The Annual Strategic Plan for 2024/2025 (Year 0 of the roll out of our Trust Strategy 2030) is set in the context of the Trust's Vision & Strategy for 2030, which was formally launched in March 2025.

The emphasis of 2024/25 has been on stabilisation.

A high level summary of progress in year is provided against the Strategic Priorities and Enabling Actions as set out below and is detailed in the attached paper:

- Ensure Safe Services while delivering financial recovery;
- Strengthen Financial and Governance Systems;
- Digital Readiness;
- Sustainability of our Estate;
- Embedding our Co-production approach;
- Delivery of Year 3 of Our People Framework;
- Unscheduled Care Transformation and Reform;
- Improved Access to Services; and
- Focus on developing services provided in the Community.

The Delivery of the Annual Strategic Plan 2024/2025 is aligned to a number of key priority programmes/projects including the RISE Programme, the Financial Recovery Plan, the Review of Financial Governance, the Encompass & Equip Programme Plan, Our People Framework, Daisy Hill Stabilisation and the Timely Care Project.

Work on the key areas outlined above was taken forward via formal project structures and workstreams which have informed progress in delivery of the Annual Strategic Plan 2024.

It is important to note that some of the above major areas of work such as Timely Care and the RISE Programme, did not fully complete in year and will roll forward into subsequent years due to project scale and programme timelines for delivery.

3. Areas of improvement/achievement:

2024/2025 provided another year of unprecedented challenges to the Trust with multiple continuing and increasingly competing demands and priorities alongside a very challenging financial landscape. Despite this, the Trust has been able to make progress against the priorities as set out in the Annual Strategic Plan for 2024/2025.

Some areas of note are detailed below;

- The Trust has successfully achieved break-even in 2024-25 with the benefit of deficit funding received from SPPG and the achievement of delivering its savings target of £22m.
- The Reform & Improvement, Savings & Efficiency (RISE) Programme Board was established in July 2024 to deliver transformational change with a focus on service reform and improvement and delivering savings and controlling costs. There were 41 savings projects across the Trust and the final outturn for savings in 24/25 was an achievement of £22.089m, being £89k over-achieved against our target of £22m.
- A range of financial management training programmes for Managers were delivered across the Trust with c91% of budget holders/managers having received finance training to date in relation to managing and working within financial budgets.
- As at March 2025, the Trust was in a strong position of readiness for Encompass with a successful 'go live' alongside Western Trust on 8th May 2025. This is a major milestone for the HSCNI and the result of strong collaboration right across the system.
- Approx £5m was invested in Estates projects to reduce carbon emissions.
- Four Working Together Hubs were established in operational Directorates to embed service user and carer involvement and feedback at all levels. There are currently 135 user involvement projects embedding the co-production approach across the organisation.
- Work progressed under Year 3 of Our People Plan with the delivery of initiatives under the priorities of Wellbeing, Belonging and Growing including the recruitment of Staff Well Being Champions, development of Guidelines and Pathway for Critical Incident Peer Support and roll out of the comprehensive Managers Insights Programme.
- Our new Trust Vision and Strategy 2030 was developed using a co-production approach and represents the key messages we have

heard through our engagement with staff, patients, service users, carers and wider partners.

- Non recurrent waiting list initiative funding of £15m was allocated to the Trust in 2024/2025. As at 31st March 2025, 30,038 people had been removed from a waiting list.
- CAH and DHH Theatre teams made significant improvements to the numbers of theatre lists available to services and achieved offering their full suite of 104 commissioned elective lists per week across both sites during the week commencing 31 March 2025. Work is ongoing to maintain this position and to maximise use of available sessions.
- The Community Mental Health Services project continues to produce outcomes necessary to achieve full integration of the Primary Mental Health Care and Support and Recovery Teams.
- The Timely Care pilot project was established with the aim of transforming the delivery of unscheduled care services, focusing on the three main themes of Admissions Avoidance, Inpatient Flow and Discharge. Work continues into 2025/26 on the further development of Same Day Emergency Care (SDEC) services, the Frailty Integrated Team (FIT) in the Emergency Department, improving hospital flow processes and maximising community capacity. The project has been continued to June 2025 and work is ongoing to monitor and oversee operational delivery of the Timely Care initiatives and to track their collective impact on unscheduled care flows into and out of the Acute Hospitals.

4. Areas of concern/risk/challenge:

- Deliverability within the constraints of the HSC wider system, including finances and workforce.
- The Trust continues to work within an extremely challenging financial landscape. Whilst this presents opportunities for new ways of working and improvement which are being taken forward as detailed in the report, the significant challenges experienced by the Trust in 2024-2025 in meeting levels of demand for services remain.
- The Southern Trust went live with Encompass on 8 May 2025. It is well understood that there is already a demand and capacity gap within our services to meet current red flag referral demand and long waits. We anticipate this will be further impacted by the lead up to, and during the implementation of Encompass because of readiness activities, training and implementation. While services will make every effort to minimise disruption, it is inevitable that a major transformation such as this will have a material impact on activity in the coming months.

5. Impact on Statutory Duties: Provide details on the impact of the following and how.	
<i>Financial Impact</i>	<i>Safety and Quality Impact</i>
No, there are no Financial Impacts	No, there are no Quality, Safety or Experience Impacts
6. Risk Assessment (Risk level and state if a risk assessment be completed)	
N/A	
7. Other Business Intelligence/data (If appropriate)	
N/A	
8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.	
Corporate Risk Register	No specific corporate risks identified at this stage
Board Assurance Framework	Reporting to the Strategy & Transformation Committee and on to Trust Board
Equality and Human Rights	The Trust is committed to subjecting the proposals contained within its Annual Plan to robust equality screening and fuller Equality Impact Assessment (EQIA) and Rural Needs assessment, where necessary and appropriate.

Reasons for Paper Presentation

<i>Approval</i>	<i>Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.</i>
<i>Assurance</i>	<i>Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.</i>
<i>Information</i>	<i>Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.</i>
<i>Discussion</i>	<i>Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.</i>