

#	Strategic Objective	Be Sustainable		
(a)	<p><b>It is our ambition that by 2026:</b></p> <p>(1)</p>	<p>We are financially resilient and support our people in developing and improving our services</p> <p>(2)</p>	<p>Our main sites have a community value and usage plan in place</p> <p>(3)</p>	<p>We take positive action to reduce the environmental impact of our services</p> <p>(4)</p>
(b)	<p><b>The ambitions will be achieved when these conditions are met:</b></p>	<p>a. When our people and the organisation can celebrate the positive innovation and the continued improvements these bring to our services.</p> <p>b. When we have a consistent approach in understanding the existing and future full cost of all of services regardless of the contractual circumstances.</p> <p>c. Service users continue to receive services on time and to a good quality.</p> <p><b>We will be successful when all of our services individually and as a collective, can deliver financial balance and generate funds for future investments</b></p>	<p>a. When our main sites host various activities 7 days a week and provide increased social value to the localities they support.</p> <p>b. When our local communities adopt these sites as key to supporting social inclusion and development.</p> <p><b>We will be successful when our main sites contribute positively to support our local communities in a diverse range of activities</b></p>	<p>a. When our people actively promote and influence, where possible, the positive benefits of environmental awareness</p> <p>b. When a UL and zero emission vehicle is the first choice from our people when choosing a lease car.</p> <p><b>We will be successful when our staff take ownership and display increased awareness of our environmental impact and initiate improvement opportunities.</b></p>
(c)	<p><b>Successes:</b> (FY 2024-25 to date)</p>	<p><b>Innovation</b></p> <ul style="list-style-type: none"> <li>Pilot of RPA on referral management developed and will move to testing at end of September.</li> <li>RPA Developer recruited and started in role.</li> <li>The AD of Improvement and Transformation will join the InSites Innovation Ambassador cohort for Norfolk and Waveney</li> </ul>	<ul style="list-style-type: none"> <li>Community Diagnostic Centre in Ely operational from April 24, enabling access to local population to a broader range of Diagnostic services; enabling opportunities to further broaden scope of services provided.</li> <li>Multi Storey Car Park due to open in October to support the extra footfall and visitors to Ely site</li> </ul>	<ul style="list-style-type: none"> <li>Continue to grow the influence and visibility of our Green Champions across our services, increase to 24 members all proactively promoting and communicating good practice, raising awareness and supporting specific initiatives.</li> </ul>

		<p>over the next 6 months, gaining training and opportunities in innovation to share with the wider organisation.</p> <ul style="list-style-type: none"> <li>• Digital platforms business case for new websites and Patient Account Portal was approved</li> <li>• Recruitment to the 4 new developer roles are ongoing with interviews expected to take place at the end of September.</li> <li>• New Digital Content team is being created from 2 existing teams within the trust and should be in place by end of September to manage the content for the new websites and patient portal.</li> </ul>		<ul style="list-style-type: none"> <li>• Increase in zero emission vehicles in our lease car offer to staff; this has doubled in the last period</li> <li>• A further new energy efficient boiler installed at the Ely site</li> </ul>
(d)	<p><b>Challenges &amp; learning:</b> [DN: Describe where actions are stalled or delayed]</p>	<ul style="list-style-type: none"> <li>• Delays in the RPA pilot have been caused by connection issues with SystemOne, extending the timeline.</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure on national strategic funding results in these objectives being increasingly difficult to deliver.</li> <li>• Due to space constraints only a handful of sites under Trust direct control have the potential capability to support social inclusion. Opportunities exist at Princess of Wales and North Cams Hospital, and these will be explored once the strategic developments have been completed.</li> </ul>	
(e)	<p><b>Financial risks and issues:</b></p>		<ul style="list-style-type: none"> <li>• Strategic capital continues to be prioritised towards the revised new hospital programmes and the</li> </ul>	<ul style="list-style-type: none"> <li>• Applications for capital funding to support energy efficiency programmes continues to be very competitive,</li> </ul>

			eradication of Reinforced Autoclaved Aerated Concrete.	oversubscribed, with limited core allocations prioritised to other programmes
(f)	<b>New issues or opportunities:</b> [DN: What has emerged that will affect our direction of travel]		<ul style="list-style-type: none"> <li>The new Government's focus on prioritising the development of services in the Community could result in additional capital funding</li> </ul>	<ul style="list-style-type: none"> <li>In the final year of Trust Green Plan and guidance expected late Autumn to inform development and update of new plans.</li> </ul>
(g)	<b>Focus to March 2025:</b>	<ul style="list-style-type: none"> <li>Robust RPA process developed to ensure clear expectations for all parties, agreed-upon scope and objectives support accurate timescales, effective quality control, and controlled implementation.</li> <li>RPA implemented for at least 2 more processes as prioritised.</li> <li>Development of a new MSK digital platform website</li> <li>Development of products for the delivery of the Patient Portal – with MSK as a key use case.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support stakeholder with the development of further service opportunities at Ely</li> <li>Develop under collaboration with C&amp;P ICB the aspirations for consolidating services within Fenland</li> <li>Enhancement to the community areas at the Ely and Wisbech sites</li> </ul>	<ul style="list-style-type: none"> <li>Support CBRE in increasing the number of local trades within its Frameworks and reduce the impact of mileage and carbon footprint</li> <li>Green champions will support a tree planting at POW and NCH sites on completion of estate works</li> </ul>
(h)	<b>Escalations:</b> [DN: Describe any escalations iaw the Trust's Escalation Framework]	None to report	None to report	None to report