Northern Health and Social Care Trust
Feedback Report to Trust Board

Report from:	Report from Resources Committee
Author of Report:	Stevie Lennon (Interim Director of Finance)
Lead Director:	Stevie Lennon (Interim Director of Finance)
Presented By:	Scott Armstrong, Non-Executive Director / Committee Chair
Date of Meeting:	15th June 2026

Purpose

To provide Trust Board with an update from the Eighth Meeting of the Resources Committee.

Strategic Objectives (select)

Build Northern Partnerships and Integrate Care	***Continue to improve Outcomes & Experience***	***Deliver value by optimising Resources***	***Nurture our people, enable our talent and build our Teams***	***Improve population Health and address health and social care inequalities***
		✓		

Summary of Committee Business

The eighth meeting of the Resources Committee took place on 15th June 2026 and the following business was discussed:

- **Financial Position:** The Committee received a high-level update on the Trust's financial position and cost base. Members noted the limited scope for discretionary savings given the high proportion of expenditure associated with pay, rota-based staffing, patient care, high-cost drugs and social care.
- **Savings Plans 2026/27:** The Committee considered the significant financial challenge facing the Trust. The savings requirement was reported at approximately £66.2m, with £30.9m Phase 1 savings identified and a remaining gap of approximately £35.3m**.** Phase 2 plans are being revised following the reduction in the savings requirement from 6% to 4% and the requirement that proposals do not result in patient harm.
- **Delivering Value:** Revised Terms of Reference for the Delivering Value arrangements were approved, providing strengthened strategic oversight of financial recovery, savings, productivity and contingency planning. The Committee also received an update on the Cost Improvement Group and its work to identify and monitor savings and productivity opportunities.
- **Community Stroke Services:** The Committee received a detailed update on the escalation of Community Stroke Services to Level 1 of the Support and Intervention Framework (SIF)**.** Key issues included performance against national standards, stroke pathways, access to speech and language therapy, workforce pressures and limitations in current performance data. Further work is underway on service redesign, data capture and the development of a multidisciplinary community stroke model.
- **Service Reform and Planning:** Updates were provided on reform initiatives aimed at managing demand and improving efficiency, including patient-initiated follow-up, enhanced triage, virtual

consultations and remote monitoring. The Committee emphasised the importance of maintaining patient access and addressing health inequalities as reforms progress.

- **Costing and PLICS:** The Committee noted improvement in the Trust's comparative costing position, with the 2024/25 index reaching the average benchmark of 100. PLICS analysis identified approximately £34m of potential opportunities**,** particularly within community and personal social services, and highlighted the need for improved data quality, productivity and consistency of service delivery
- **Procurement:** The Committee considered increased use of Direct Award Contracts and the associated value-for-money and procurement risks. Opportunities were identified to strengthen contract management, staff awareness and use of regional procurement frameworks.
- **Strategic Capital Planning:** Members noted the constrained capital environment and that longer-term capital planning remains on hold pending greater clarity on future funding. The Committee highlighted the importance of ensuring that capital developments are aligned with available revenue funding and long-term financial sustainability.
- **Property and Estate Management:** The Committee considered the significant challenges associated with the Trust estate, including an estimated £260m backlog maintenance liability, reliance on leased accommodation and difficulties progressing estate rationalisation without capital investment.
- **Revenue Business Cases:** The Committee reviewed the position regarding revenue business cases and the financial risks associated with delays in funding approval, particularly where expenditure is required in advance to maintain safe services. Increasing expenditure and funding arrangements for high-cost drugs were also considered.
- **Waste Management:** The Committee received the Waste Management Annual Report and noted changes in waste streams, associated costs and ongoing initiatives to improve efficiency, reduce waste and support environmental sustainability.

Reports Approved by the Committee

- Waste Management Annual Report was received and noted by the Committee.

Items for Escalation to Trust Board

- There were no items tabled for escalation to Trust Board.

Northern Health and Social Care Trust
Feedback Report to Trust Board

Report from:	Resources Committee
Author of Report:	Stevie Lennon, Interim Director of Finance
Lead Director:	Stevie Lennon, Interim Director of Finance
Presented By:	Scott Armstrong, Non – Executive Director (Chair of Resources Committee)
Date of Meeting:	23rd September 2026

Purpose

To provide Trust Board with an update from the nineth meeting of the Resources Committee

Strategic Objectives (select)

Build Northern Partnerships and Integrate Care	***Continue to improve Outcomes & Experience***	***Deliver value by optimising Resources***	***Nurture our people, enable our talent and build our Teams***	***Improve population Health and address health and social care inequalities***
		✓		

Summary of Committee Business

The nineth meeting of the Resources Committee took place on 23rd September 2026 and the following was noted by Committee members:

- **Financial Position** - Members received a detailed update on the Trust's financial position and noted a deteriorating forecast outlook driven by significant pressures relating to energy costs, high-cost drugs, placements and care packages. Further detailed analysis is being undertaken before the year-end forecast is finalised.
- **EQUIP/Oracle Fusion Implementation** - The Committee noted progress towards the planned go-live date of 1 December 2026 and received assurance regarding governance arrangements, business continuity planning and the ability to recommend a "no-go" decision should critical issues arise.
- **Principal Risk on Financial Break-Even** - Members reviewed the principal financial risk and agreed that the risk documentation should be strengthened to better reflect the severity of the challenge, the limitations of current controls and factors outside the Trust's control.
- **2026/27 Savings Plan** - The Committee noted that approximately £15 million of the £50 million savings target is currently forecast for delivery, with significant risks remaining in workforce, payroll and purchased social care savings schemes. Members acknowledged the challenge of achieving the full target.
- **Delivering Value Programme** - An update was received on workforce savings initiatives, reductions in agency expenditure and strengthened programme governance. Members supported the introduction of project report cards to provide improved oversight and assurance.

- **Support and Intervention Framework (SIF)** - The Committee noted progress in areas including neurology recruitment, children's short breaks and Serious Adverse Incident reporting. Ongoing challenges remain in stroke rehabilitation, ambulance handovers, emergency department waiting times and community capacity pressures.
- **Trust Performance Management Framework** - Members considered proposed revisions to the framework, including enhanced organisational performance oversight, revised accountability arrangements and greater Committee scrutiny of performance indicators and SIF issues.
- **Trust Board Performance Report** - The Committee received a demonstration of Statistical Process Control (SPC) charts and discussed opportunities to improve the accessibility and interpretation of performance information, particularly for Non-Executive Directors.
- **Sustainability Highlight Report** - Members noted progress in developing the Trust Sustainability Plan, ongoing Internal Audit review work and positive reductions in carbon emissions, while recognising continuing challenges around waste costs and funding for sustainability initiatives.
- **Annual Energy and Water Report** - The Committee noted improvements in energy efficiency and reductions in carbon emissions during 2025/26, alongside increasing water costs and infrastructure-related challenges across the estate.
- **Revenue Business Case Report** - Members received an update on seven business cases submitted to SPPG, including proposals relating to ambulance handover initiatives and additional elective capacity at Causeway Hospital. Feedback on a number of submissions remains awaited.

Reports Approved by the Committee

- The Energy Management Annual Report was received and noted by the Committee members.

Items for Escalation to Trust Board

- There were no items tabled for escalation to Trust Board.