

## Board of Directors

Date: 10 June 2020

Item Ref: 09

<b>TITLE OF PAPER</b>	<b>Trust Strategy – Plan for Refresh</b>
<b>TO BE PRESENTED BY</b>	Phillip Easthope - Executive Director of Finance, Facilities, IMST, Performance & Strategy.
<b>ACTION REQUIRED</b>	<b>For the Board of Directors to review and comment on the plan to review the Trust's strategy.</b>

<b>OUTCOME</b>	For the Board to be assured that appropriate plans are in place to review and produce a new strategy for the Trust by November 2020.
<b>TIMETABLE FOR DECISION</b>	June meeting of the Board of Directors
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	A range of current development plans will shape and inform the future strategy of the Trust. Key examples for this would be the CQC review and plan, Covid, organisational diagnostic and culture review.
<b>STRATEGIC AIM STRATEGIC OBJECTIVE</b>	The new strategy will produce a range of strategic aims and objectives for the future direction of the Trust.
<b>BAF RISK NUMBER &amp; DESCRIPTION</b>	
<b>LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</b>	
<b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>	The new strategy will determine key development priorities and initiatives over the longer term and be supported by an appropriate financial plan.
<b>CONSIDERATION OF LEGAL ISSUES</b>	None

<b>Author of Report</b>	Jason Rowlands
<b>Designation</b>	Director of Strategy and Planning
<b>Date of Report</b>	3 June 2020

# Trust Strategy – Plan for Refresh

## 1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
x			x			

For the Board of Directors to review and comment on the plan to review the Trust's strategy. The review will produce a new 5 year strategy for the Trust by November 2020.

## 2. Summary

The attached paper outlines how we will review and develop our new strategy for the next 5 year period by November 2020. The strategy will reflect our shared hopes and ambitions and describe clearly the changes we want to make to how care is provided and the way we work. It will define the priorities we will invest our time, energy and resources towards.

In developing our future strategy we will engage at all stages of the review, particularly with service users and staff groups. This will build a greater shared purpose and ownership as we move forward which will be crucial to realising a strategy with key aims that everyone in the organisation can relate to and meaningfully contribute to individually and at team level. The focus at different stages will be on

- Identifying the key questions and challenges our future strategy needs to address
- Developing a shared purpose and understanding our current position
- Identifying and shaping our future choices and areas of focus

The Board of Directors will shape the developing strategy, review and decide on key areas in respect of our future choices and priorities and approve the strategy and its implementation plans. As the review is progressed key questions will be reviewed and approved by the Board as summarised in section 4 of the attached report.

Key questions for the Board of Directors to review and consider at this stage are

- i. Does the proposed scope for the review (Section 2 of the attached report) provide the right focus for the development of our future strategy?
- ii. Is the intended approach to engagement appropriate (Section 3 of the attached report) and will it support the aim of developing a shared purpose and ownership for our future strategy?
- iii. Do the intended approach (summarised in Section 4) provide for appropriate engagement and involvement of the Board of Directors at the right stages to develop and agree the future strategy?

### **3 Next Steps**

The next steps are

- Confirm communications and launch review
- Appoint engagement company to gather feedback from third sector
- Initiate service and policy reviews as part of the diagnostic stage
- Engagement planning, finalise calendar of events and commence engagement.
- Review of critical questions at July Board meeting

### **4 Required Actions**

**For the Board of Directors to review and comment on the plan to review the Trust's strategy, specifically the three questions outlined above.**

### **5 Monitoring Arrangements**

Progress reports on the implementation of the programme of work will be provided to the Board of Directors.

### **6 Contact Details**

Jason Rowlands  
Director of Strategy and Planning

## **Strategy Refresh – Scope and Plan for the review**

### **1. Purpose of this paper**

This paper provides an outline of how we will review and develop our new strategy for the next 5 year period. It sets out the intended scope and output from the review and how the Board and key stakeholders will inform and shape the future strategy as it is developed.

It describes the arrangements for the review and seeks comments and feedback on the intended approach. It does not discuss the details or potential shape of our future strategy. A detailed plan to deliver the strategy review will be in place by the end of June. This will confirm the key milestones, critical questions and planned stakeholder engagement.

### **2. The scope and product**

The review will produce a new 5-year strategy for the Trust by November 2020. The strategy will reflect our shared hopes and ambitions and describe clearly the changes we want to make to how care is provided. It will define the priorities we will invest our time, energy and resources towards. It will be clear, ambitious and compelling and describe our

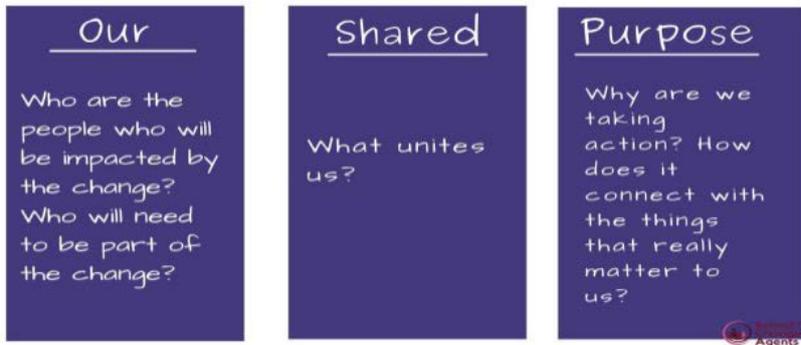
- Purpose & Vision: Where we want to get to, with defined aims
- Starting point: A self-assessment of where we are at currently, our contexts, needs
- Our Strategy: The steps we will take, and what success looks like for each of those steps at key stages
- Clear outcomes and intended benefits: Metrics that define how will we know we are delivering the vision over time

The strategy will be shaped and informed by

- The views, hopes and ambitions of our service users, carers and our staff
- The needs of our local population
- The learning from our current position (eg, our successes, CQC review, organisational diagnostic and culture review, staff survey, Covid-19 learning)
- The plans and needs of the broader system and partners at Sheffield and SYB level and how different partnership choices can support our future strategy
- National policy and best practice
- Appraisal of key strategic choices and our capacity to ensure sustainable high quality, safe and effective care.

### **3. Engagement and co-producing our future strategy**

Our future strategy will be shaped by the hopes, ambition and aspirations of the people we support and our staff. This will build a greater shared purpose and ownership as we move forward which will be crucial to realising a strategy with key aims that everyone in the organisation can relate to and meaningfully contribute to individually and at team level.



 @HelenBevan @sw\_fab #FABFFF2020

We will engage with a range of forums and stakeholders throughout the review period as an ongoing dialogue. We will need to engage digitally and on-line and will need to ensure we do this well. Engagement leads and facilitators in the Trust will support this work and we will seek external support where required.

The intended approach will be to engage, particularly with service user and staff groups, at each stage of the development of the future strategy

- Identifying the key questions and challenges our future strategy needs to address
- Developing a shared purpose and understanding our current position
- Identifying and shaping our future choices and areas of focus

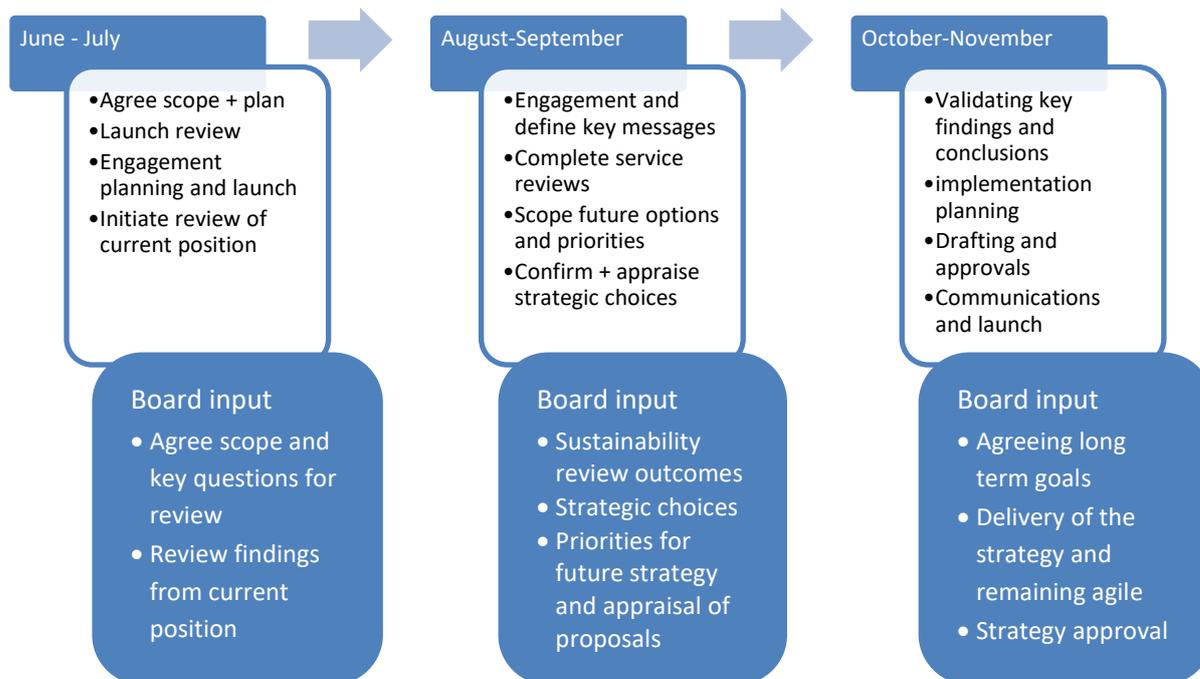
The stakeholder map will be developed further and will build on the following

Service user engagement	Staff engagement	Partner engagement
SUSEG Sunrise Carers network Speak Up (people with learning disabilities + autistic people) Flourish Governors and members	LiA network BAME Network Gp Lived experience network Staff side Governors Professional networks and forums Team level engagement	Commissioners MH&LD Delivery Board LD Partnership Board Mental Health Partnership Group Third sector partners and organisations STH, SCH

As part of the engagement work it is recommended that we engage with a suitable engagement company to undertake a feedback gathering exercise from key stakeholders across the third sector focussed on how the Trust and its services are viewed.

#### 4. Time-line

An outline of the implementation plan and timeline is attached at Appendix 1. A final plan will be in place by the end of June. A summary of the proposed approach is outlined below which also describes the key inputs from the Board through the review.



## 5. Supporting work

To ensure the strategy review is effective the following supporting work streams will be in place.

Focus	Links/ Co-ordinating leads
Communications and engagement	
Communication plan	Holly Cubbit
Engagement: service users, carers, staff	Jo Evans, Rita Evans, Jane Barton
Diagnostic and current position	
Stock take and review of current position (SWOT, CQC, Covid19, organisational diagnostic and culture review, Staff Survey etc)	Various
Policy context and national drivers	Jason Rowlands + Fiona Goudie
Demographics, health needs assessment, equalities	Public Health
Quality sustainability review and clinical models	Helen Crimlisk + Clinical Ref Gp + Snr Managers
Financial sustainability review	James Sabin
Sheffield + ICS drivers and direction	Jason Rowlands + Fiona Goudie
Future priorities	
Defining and scoping of strategic choices	Jason Rowlands
Clinical strategy	Helen Crimlisk + Clinical Ref Gp + Snr Managers
Outcomes framework	Helen Crimlisk + Prof. Scott Weich
Enabling strategies (workforce, research, digital, estate, OD, communication)	Relevant leads (Caroline Parry, Nick Bell, Nick Gillot, Rita Evans)

## 6. Strategy Review Groups

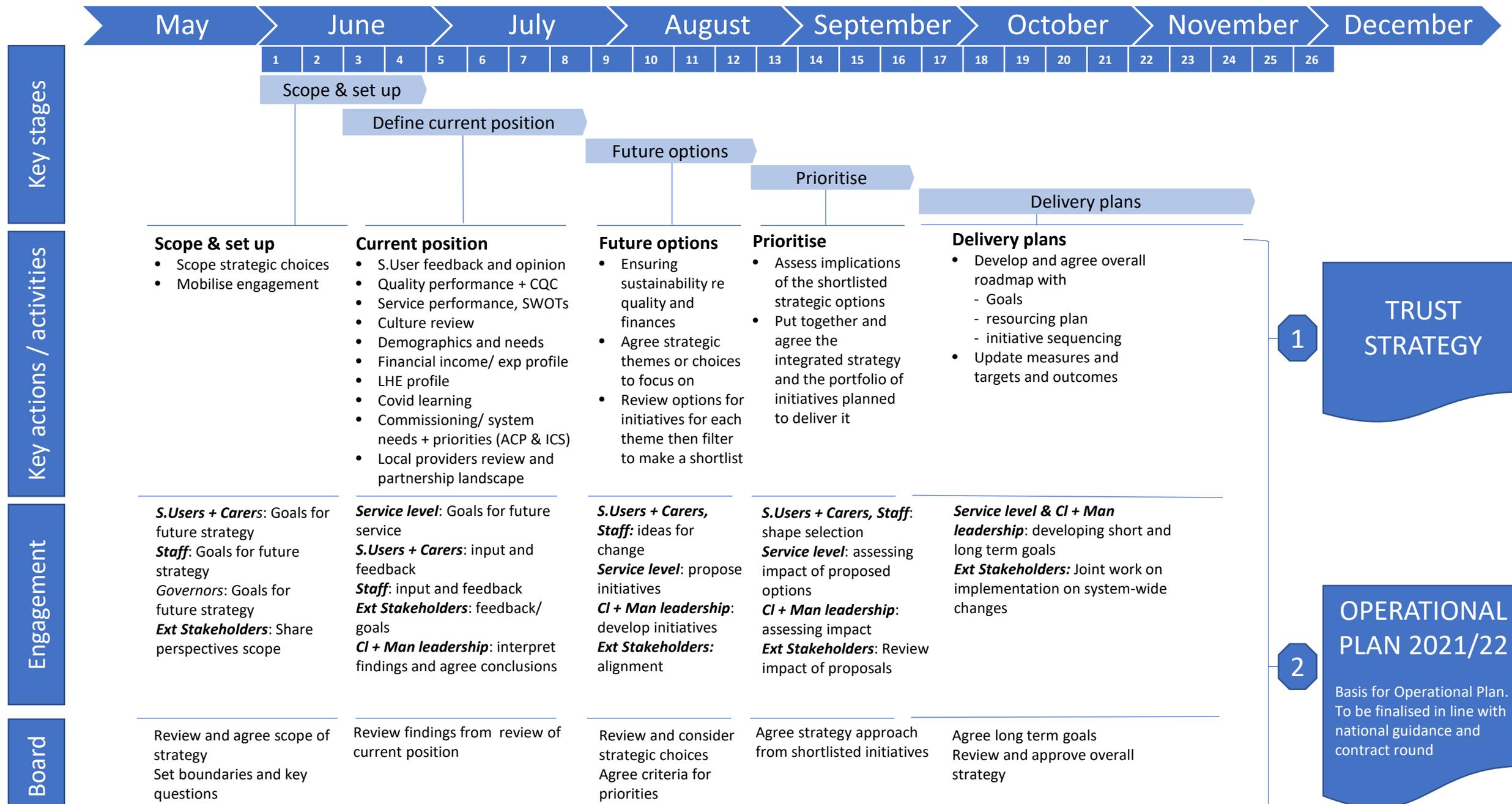
Aim of the groups will be to oversee and co-ordinate the above work and plan the following

1. Agree focus and approach to engagement and engagement events
2. Agree communications/ key messages during and post review
3. Confirm approaches and KLOEs re stock takes, policy reviews and sustainability reviews

4. Sign off stock takes and key messages to inform Board review
5. Shape the recommended options for the future focus of trust strategy to inform and support Board review and decision making.
6. Develop and recommend approaches to enabling strategies and delivery of strategy in line with Board decisions and direction.

## **7. Next steps**

- Confirm communications and launch review
- Appoint engagement company to gather feedback from third sector
- Initiate service and policy reviews as part of the diagnostic stage
- Engagement planning, finalise calendar of events and commence engagement.
- Review of critical questions at July Board meeting



1  
**TRUST STRATEGY**

2  
**OPERATIONAL PLAN 2021/22**  
Basis for Operational Plan. To be finalised in line with national guidance and contract round

# Shaping Trust Strategy and direction



- ✓ Learning and actions from Covid planning will shape our strategy review work, along with other key drivers.
- ✓ We will be implementing changes as we develop our future strategy

