

**Board of Directors' Meeting  
10 September 2021**

<b>Agenda item</b>	P180/21
<b>Report</b>	<b>Five Year Strategy</b>
<b>Executive Lead</b>	Richard Jenkins, Interim Chief Executive Louise Tuckett, Director of Strategy, Planning and Performance Michael Wright, Deputy Chief Executive
<b>Link with the BAF</b>	B1, B2, B10
<b>How does this paper support Trust Values</b>	The Trust Strategy will support the engagement with and support for the Trust Values
<b>Purpose</b>	<b>For decision</b> <input checked="" type="checkbox"/> <b>For assurance</b> <input type="checkbox"/> <b>For information</b> <input type="checkbox"/>
<b>Executive Summary</b>	<p>The Trust Strategy has been developed over a 5 month period, following agreement to publish a new five year Strategy by the end of September 2021. This has involved extensive engagement with colleagues and partners, with over 500 individuals participating in its development.</p> <p>Further details on the development of the Strategy and the required next steps are provided in a short paper as attached, along with the Strategy itself.</p>
<b>Due Diligence</b>	The draft Strategy has been developed through full and thorough consultation with the Board, as well as staff throughout the organisation, and our partners. Over 500 colleagues and CPE have contributed to its development, with the full draft text shared with Board members for review and comment.
<b>Board powers to make this decision</b>	It is one of the Board's key responsibilities is to have a current and appropriate strategy for the Trust.
<b>Who, What and When</b>	The Deputy Chief Executive is the Lead Executive for ensuring the development of the new Strategy with support from the Operational lead, the Director of Strategy, Planning and Performance.
<b>Recommendations</b>	It is recommended that the Board approve the new Strategy, for publication by the end of September 2021.
<b>Appendices</b>	<ol style="list-style-type: none"> <li>Trust Strategy Development Update</li> <li>Trust Strategy Document – for Approval</li> </ol>

# **New Trust Five Year Strategy**

## **1.0 Background**

- 1.1 In March 2021 the Board of Directors committed to the development of a new Trust Strategy with a time line for completion by the end of September 2021.
- 1.2 The development of the Trust Strategy has been engagement-led, with around 500 engagements having taken place from our colleagues, partners across Rotherham and patients. These interactions have provided an insight into what matters to our stakeholders, and has provided ideas and content for inclusion within this document.
- 1.3 Additionally, the Board have supported the development of the Trust Strategy through a number of workshops at Board seminars, as well as the opportunity to comment on drafts of the document. The Trust Strategy is now presented to the Board of Directors for approval for publication, before we launch the document at the end of September.

## **2.0 The Document for Approval**

- 2.1 As outlined previously to the Board, driven by our engagement activities with staff, this strategy document has a different look and feel to our previous Trust Strategy. It is designed to be a document which is easy to read and engage with, which resonates with colleagues, and which is accessible to all staff across the organisation.
- 2.2 It is important to note that we have focused heavily on the strategic content within this document, and we are setting out some ambitious aspirations which may require the organisation to adopt a different approach to ways of working. It establishes an exciting journey ahead for us, and one which will move the organisation forward across many dimensions.

## **3.0 Next Steps**

- 3.1 In presenting the document to the Board today, we are keen to stress that this is not the end of the process. The creation of the document, whilst important in providing a unified direction of the travel for the organisation, will not deliver the potential set out within it if it is not supported, engaged with and committed to across the organisation – and beyond – so that we can deliver the change we have committed to.
- 3.2 There are, therefore, a number of actions that must be taken forward over the next few months. These include several immediate actions over the next few weeks in the build up to full publication, as well as the operationalisation of the Trust Strategy over the next few months and ultimately, assurance of delivery of these ambitions over the next few years.

## **3.3 Immediate Next Steps**

Before the end of September we will:

- Develop a launch plan with our communications team.
- Create additional content to help socialise the Trust Strategy. This will include items such as a 'strategy on a page' poster
- Review the risks to the achievement of these strategic objectives once the strategy has been approved. These risks will form the basis of the Half 2 Board Assurance Framework.

### **3.4 Medium-term Actions**

Over the next few months there are two strands of work which need to be completed to ensure this Trust Strategy succeeds in its ambitions.

#### **A) Development of a Delivery Plan**

As recognised within the strategy document itself, without clear and tangible delivery of the ambitions set out, the document is only a set of words. Therefore, we are committed to working across the organisation to ensure that we operationalise these ambitions.

This will be done through the development of a delivery plan which will be presented back to the Board in Q4. This will support operational planning for 2022/23 and will ensure we have confirmed our delivery commitments in time for the official start of the strategy in April 2022. The delivery plan will include:

- Key objectives or deliverables in year 1 which will feed into our operational plan
- Longer-term deliverables in years 3 and 5
- Overarching Metrics / KPIs for each ambition (i.e. Patient) which will be monitored as a measure of success of the strategy

Developing this as an appendix to the main strategy document will provide a pragmatic mechanism for updating these commitments on an annual basis, reflecting our latest operational planning priorities, and following a review of the prior year's delivery.

#### **B) Alignment with other strategies within the organisation**

The delivery of the ambitions set out within the Trust Strategy is reliant on the organisation being aligned and moving coherently. It cannot be delivered in isolation by any one team, service or function. As part of this, it is critical that other strategies and plans across the Trust are aligned, supportive of and enablers to the delivery of these ambitions. The strategy document notes how these come together as the 'jigsaw pieces' to our over-arching Trust Strategy. Over the next few months the Executive Team will agree a clear timetable for the refresh (or, where applicable, re-write) of these strategies.

**Louise Tuckett**  
**Director of Strategy, Planning and Performance**  
**September 2021**