

Meeting Title	Board of Directors		
Date	22.07.21	Agenda item	

Corporate Strategy Refresh - Update

Presented by	John Holden, Director of Strategy and Integration/Deputy Chief Executive		
Author	John Holden, Director of Strategy and Integration/Deputy Chief Executive Matthew Howson, Head of Service and Business Development		
Lead Director	John Holden, Director of Strategy and Integration/Deputy Chief Executive		
Purpose of the paper	These slides provides an update on progress made towards updating the Trust's Corporate Strategy		
Key control	N/a		
Action required	To note		
Previously discussed at/ informed by	Board Development Day - 8 April 2021		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Options, Issues and Risks

At the Board Development Day held on 8 April 2021, Board members were made aware of the proposed process for refreshing the Trust's Corporate Strategy and were asked to comment on a number of provisional strategic ambitions that, if approved, would be the foundation of the refreshed strategy.

Board members provided comments and largely agreed the proposed process and the provisional strategic ambitions. It was also agreed that engagement work would take place with our staff, partners across Bradford District and Craven and the local population throughout June and July with a view to bringing a more refined set of strategic ambitions to this meeting.

The attached slides set out progress so far and highlight the refined strategic ambitions to date.

Analysis

Work to refresh the Corporate Strategy is progressing well. Staff, our ICP partners and the public have all been engaged and have responded enthusiastically.

Internally, one meeting is still to be held with the Education department to discuss their strategic ambitions but otherwise feedback from our staff has been very helpful.

Discussions with ICP partners regarding strategy style and content are ongoing and will continue throughout the summer as we work together to ensure that the Trust's strategy and the ICP strategy are aligned and complementary. Responses to our public survey continue to be received and the final deadline date for responses is 31 July 2021.

Our refined strategic ambitions are set out in the attached slides and are organised under 3 headings;

- People - we will continue to develop and nurture our people to support them to deliver outstanding care
- Partners - we will work with partners across West Yorkshire, tackling problems together that cannot be resolved by individual organisations alone
- Place - we are committed to making a difference for everyone that needs our care, meeting them where they are, wherever possible keeping them healthy, happy at home, and helping them to live longer in good health

The use of People, Partners and Place is a continuation of the themes in our "Plan for the Year Ahead"

Meeting Title	Board of Directors		
Date	22.07.21	Agenda item	

published in November 2020. The People, Partners and Place theme has been discussed with the Bradford District and Craven ICP and will be adopted for the system-wide strategy.

It should also be noted that whilst our strategic ambitions are set out under the headings of People, Partners and Place we will ensure that the themes of partnership working and acting as one will run through the entire strategy and will not be limited to just the “partners” or “place” sections.

Recommendation

Board members are asked to note the progress to date and to provide feedback and comment on the proposed strategic ambitions.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients				g		
To deliver our financial plan and key performance targets			g	Finance	Performance	
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)	The assurance level relating to the delivery of key performance targets is currently being reported as red (little or no confidence). The reasons for this are outlined above.					

Risk Implications	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments		▪
Quality implications		▪
Resource implications		▪
Legal/regulatory implications		▪
Diversity and Inclusion implications		▪

Regulation, Legislation and Compliance relevance
NHS Improvement: Risk assessment framework, quality governance framework, code of governance
Care Quality Commission Domain: well led
Care Quality Commission Fundamental Standard: good governance
Other (please state):

Relevance to other Board of Director's Committee:	
Regulation and Assurance Committee	Other (please state)
▪	