

Meeting Title	Board of Directors		
Date	18 November 2021	Agenda item	Bo.11.21.17

Draft Trust Corporate Strategy – Our People, Our Patients, Our Place and Our Partners

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	To present the Board of Directors with an updated draft of the refreshed Trust Strategy and to invite comments on the content.		
Key control	The Trust Strategy clearly sets the framework within which all Trust objectives are formed		
Action required	For approval		
Previously discussed at/ informed by	Board development day 8 April 2021 Board of Directors meeting 22 July 2021 Governors Engagement meeting 26 July 2021		
Previously approved at:	Academy/Group	Date	
Key Options, Issues and Risks			
Board members are asked to review the enclosed draft of the refreshed Trust corporate strategy – working title “Our People, Our Patients, Our Place and Our Partners” - and approve the work to date.			
We now anticipate publication in the spring, to coincide with the formal inception of our ICS and Place Based Partnership (PBP) and the start of the new reporting year. Some of the underpinning BTHFT strategies will be more advanced by then, and we also want to ensure alignment to the emerging strategy for our Place Based Partnership strategy. We therefore anticipate seeking final Board sign off for this refreshed corporate strategy in the new year.			
Analysis			
The draft strategy is attached. Board members are asked to note the progress and approve the work to date. The draft will then be further developed, especially to take account of points raised in the most recent discussions with Executive and Non-Executive Directors.			
The attached draft document is the “long-form” version of the strategy. It is our intention to publish this alongside an abridged, “easy read” version, a “plan on a page”, and a suite of “talking head” videos to make the strategy easier to understand and more accessible. NEDs have specifically asked that we make the long form version as straightforward and jargon-free as possible, for the text to be “Bradford-specific” not NHS generic, and to take every opportunity to illustrate our culture and explain “how we do things around here” in addressing the challenges we face. We will keep these steers in mind as we further develop the text.			

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We have enclosed at Appendix 1 a slide deck; this is simply for information and to provide a recap of the rationale and the process we followed to develop the ambitions in the strategy. This was shared with NEDs in our 9 November discussion.

Recommendation

Board members are asked to note the progress and approve the work to date.

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			
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 Dashboard demonstrates a number of areas where risk is at variance with the risk appetite and defined risk tolerance of the Trust. The Strategic Risk Register reflects these risks and describes the current mitigation.					

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Regulation, Legislation and Compliance relevance

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NHS Improvement: (please select those that are relevant) <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain:
Care Quality Commission Fundamental Standard:
Other (please state):

Relevance to other Board of Director's Academy: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>