

Meeting Title	Board of Directors		
Date	10 March 2022	Agenda item	Bo.3.22.20

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 the final version of the refreshed Trust Strategy for approval.		
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 Non-Executive Directors 9 November 2021 Board of Directors meeting 18 November 2021 Board of Directors (via e-mail) 20 January 2022		
Previously approved at:	Academy/Group	Date	

Key Options, Issues and Risks

Following a discussion at the Board of Directors meeting held on 18 November 2021 a number of revisions to the content of the draft Trust Corporate Strategy were agreed. These amendments were made and a final draft produced by our Medical Illustration (MI) department which was shared with Board members via e-mail supplementary to the Board of Directors meeting papers for 20 January 2022.

Board members were asked to review the final draft of the report and provide any last comments or requests for changes to Matthew Howson by 3 February 2022.

Comments were received and changes made (see appendix A) to both the format and the content of the Corporate Strategy. We committed to bring the final draft back to Board in March to ratify the document before publication.

Analysis

The attached document is the final version of the “long-form” 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.

We have worked with Bradford Talking Media to create the easy read version of the strategy and filming is underway to create the “talking head” videos which will also be signed using British Sign Language.

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Recommendation

Board members are asked to approve the attached strategy for publication in the spring. The exact date will be aligned to a staff engagement event planned to take place in April or May.

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
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:

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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"/>