

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item	Bo.5.22.41

Corporate Strategy – completed Logic Model

Presented by	John Holden, Director of Strategy and Integration, Deputy Chief Executive	
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Lead Director	John Holden, Director of Strategy and Integration, Deputy Chief Executive	
Purpose of the paper	To provide a final copy of the Logic Model for information	
Key control	Our Strategic Objectives provide a framework for the Trust corporate strategy.	
Action required	To note/for information	
Previously discussed at/ informed by	The creation of a logic model was discussed at Trust Board in November 2021 and was highlighted in the papers for the January 2022 Board meeting. A first draft of the model was discussed at the Board Development Session held on 14 April 2022	
Previously approved at:	Committee/Group	Date
Key Issues and Risks		
<p>During the Corporate Strategy development process, Board members highlighted that the strategic ambitions outlined in our Strategy were not SMART (ie detailed, easily measurable and time-bound).</p> <p>Our response was that we would not expect this level of detail on the face of the Strategy. Instead we would expect further information to be included in the underpinning plans and supporting programmes that we use to implement our strategic ambitions (for example “Outstanding Maternity Services”, or “VRI”, or “Restore & Restart” etc.). In order to provide Board members with a clear line of sight between the Strategy and these programmes of work, we said that we would develop a “logic model” through discussion with Board members.</p> <p>A draft of this Logic Model was discussed at the Board Development Session held on 14 April 2022. It was agreed that a completed version of the model would be shared at the Board of Directors meeting on 12 May 2022 for information.</p>		
Analysis		
<p>The attached model sets out, for each of our 4Ps (Patients, People, Place, Partners), our overarching ambition and the respective strategic commitments. For each of these the model shows</p> <ul style="list-style-type: none">• how this work will be delivered;• interim milestones;• target completion dates;• progress reporting mechanism; and• the responsible Executive Director. <p>The template covers the breadth of our Corporate Strategy and will be used as a “touchpoint” when required. In our discussion on 14 April 2022, we agreed that as a Board we wouldn’t expect to see the Logic</p>		

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Model at every meeting; there are other tools available to the Board that are better suited to monitor progress on a regular ongoing basis.

Recommendation

The completed version of the logic model is enclosed for Board members to note.

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)						

Risk Implications (see section 4 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input type="checkbox"/>

Regulation, Legislation and Compliance relevance

NHS Improvement: (please delete those that are not applicable)	
<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: Well Led	
Care Quality Commission Fundamental Standard: Good Governance	
Other (please state): Legal & Compliance	

Relevance to other Board of Director's Committee: (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"/>	<input type="checkbox"/>	<input type="checkbox"/>