

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.28

Corporate Strategy – Progress Update

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 an update on progress towards delivering the Trust's strategic ambitions as referenced in the Corporate Strategy 2022-27 – "Our Patients, Our People, Our Place and Our Partners"		
Key control	Our Strategic Objectives provide a framework for the Trust corporate strategy.		
Action required	To note		
Previously discussed at/informed by	The creation, approval and use of a logic model to explain the link between strategy and delivery has previously been discussed at a Board Development Session held on 14 April 2022 and at a full Board meeting on 12 May 2022.		
Previously approved at:	Committee/Group	Date	

Key Issues and Risks

During the Corporate Strategy development process, Board members highlighted that the strategic ambitions outlined in our Strategy were not SMART (i.e. detailed, easily measurable and time-bound).

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 programmes of work, we developed a "Logic Model" through discussion at the Board Development Session held on 14 April 2022. Board members discussed how frequently the Logic Model should be reviewed by the Board. It was decided that Board should receive a stocktake in Quarter 4, subsequently clarified to mean the end of the calendar year 2022.

The content of the logic model was formally received at the Board of Directors meeting on 12 May 2022.

Since then concern has been expressed by the Non-Executives that the individual components of the Logic Model must be reviewed more frequently to provide the required level of assurance. It has been requested that a RAG rating and commentary is developed to demonstrate progress against each of the key areas of work outlined within the strategy's four ambitions.

To respond to this, the enclosed document lists the four themes ("four Ps") sub-divided into the commitments which sit under each theme (total 18), and further sub-divided into the relevant work areas (total 51), i.e. the delivery mechanisms through which our strategic objectives are achieved.

Analysis

The attached model sets out, for each of our 4Ps (Patients, People, Place, Partners), our overarching

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ambition and the respective strategic commitments. For each of these the model shows:

- how this work will be delivered
- a progress update
- detail of which Academy receives regular reports
- the responsible Executive Director
- a RAG rating

The logic model covers the breadth of our Corporate Strategy. Progress updates, including RAG ratings, have been provided by the relevant Executive Directors. The precise format and level of detail required for future reports will need to be reviewed in the light of feedback from this first iteration. In the time available it has not been possible to moderate the different contributions from Executives so that all areas of the report have an exactly consistent weight and depth of coverage.

Board members are asked to note that the appendix to the Logic Model includes a number of embedded documents. If Board members wish to view these documents they can be requested via corporate.governance@bthft.nhs.uk

Recommendation

Board members are asked to:

- review the enclosed Corporate Strategy progress report based on the Logic Model format; and
- confirm the preferred approach to reporting in future.

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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 Academy: (please select all that apply)			
People	Quality & Patient Safety	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>