

Board of Directors

Report Title:	Trust strategic plan and strategy success measures
Executive/NED Lead:	Dr Shane Gordon, Director of Strategy
Report author(s):	Dr Shane Gordon, Ivan Catling
Previously considered by:	N/A

Approval
 Discussion
 Information
 Assurance

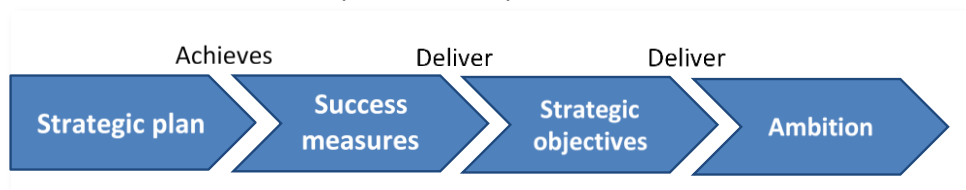
Executive summary

The Trust strategy was reviewed by the Board and confirmed in July 2020.

- Revised success measures are presented for approval.
- The strategic plan (our 3-year delivery plan) has been refreshed to remove plans already completed and reflect revised priorities for the coming three years. This is presented for approval.

Key points to note are:

1. The strategy, success measures and strategic plan support the delivery of the Trust ambition to offer the best care and experience. They are related as follows:



2. The strategic objectives are unchanged from the Trust strategy 2019-24, published last year. These are:
 - Keep people in control of their health
 - Lead the integration of care
 - Develop our centres of excellence
 - Support and develop our staff
 - Drive technology enabled care
3. The success measures for the strategy align with the strategic objectives and reflect the outcomes of a wide range of projects, including the strategic plan and annual business plans. Success measures have been identified as important, but some do not have existing metrics or data collection systems. These will need to be developed during the coming year and baselines established.
4. The strategic plan represents Trust-wide or large-scale projects which are essential to the achievement of the strategy. These have been revised to reflect completed projects (removed from the updated plan) and new priorities, especially in the light of adaptations to the COVID-19 pandemic.
5. Delivery of the strategic plan and the success measures will be reported quarterly to the Board. Some success measures are only updated annually.

Attachments

1. Trust strategic plan 2020-2023

2. Trust strategy success measures 2020-2023
Action Required of the Board/Committee
The Committee are recommended to:
1. approve the strategic plan and strategy success measures

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input checked="" type="checkbox"/>
SO2	Lead the integration of care	<input checked="" type="checkbox"/>
SO3	Develop our centres of excellence	<input checked="" type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO4	Drive technology enabled care	<input checked="" type="checkbox"/>

Risk Implications for the Trust (including any clinical and financial consequences)	<p>Delivery of the Trust strategy and ambition is dependent on the strategic plan. Failure to deliver the strategic plan will impede or prevent successful delivery of the strategy.</p> <p>External events, particularly the direct and long-term effects of the COVID-19 pandemic may affect the timing or extent to which the strategic plan and success measures can be achieved.</p>
Trust Risk Appetite	<p>Reputation: the board is willing to take high to significant risks and is willing to take decisions that are likely to bring scrutiny to the organisation where the benefits outweigh the risks. It sees new ideas as potentially enhancing its reputation</p>

Legal and regulatory implications (including links to CQC outcomes, Monitor, inspections, audits, etc)	An agreed and current strategy is a requirement for the Well Led domain of the CQC assessment framework.
Financial Implications	Investments required to deliver the strategic plan are identified in the Trust's supporting strategies (ICT, People, Estates, Quality) and capital investments are included in the 5-year capital plan. Availability of revenue and capital limits are determined annually and are subject to change which may impact the ability to deliver the strategic plan.
Equality and Diversity	Equality impact assessment will take place at project level. Engagement with stakeholders, unions and Healthwatch (Essex and Suffolk) was undertaken during the development of the Trust strategy. The updated success measures reflect an increase focus on equality and diversity.