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| Title: | TRUST AMBITIONS 2023-26 |
| Report to the: | TRUST BOARD |
| Meeting date: | 25 SEPTEMBER 2024 |
| Agenda item: | 5 |
| Report author: | Bruce Luter, AD Business Development and Strategy |
| Executive sponsor: | Anita Pisani, Deputy Chief Executive |

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| Assurance level: | Substantial <input checked="" type="checkbox"/> Reasonable <input type="checkbox"/> Partial <input type="checkbox"/> Minimal <input type="checkbox"/> |
| Rationale: | Expert knowledge, Wider Executive Team feedback gathered in August 2024. |
| Assurance action: | Not relevant to this report. |

1.0 Executive Summary

- 1.1 This report summarises progress with achieving the Trust's 12 strategic ambitions 18 months into implementing the 3-year strategy.
- 1.2 As agreed at previous progress reviews, this report includes a recommendation that the Board is asked to agree to an estimate of progress together with a projection concerning the likelihood of realising our ambitions by the end of 2025-26.

2.0 Background

2.1 The Trust's Strategic Framework 2023-26 sets out 4 strategic objectives and a trio of ambitions linked to each objective; these are in Table One below:

| Strategic objectives | It is our ambition that by 2026: |
|--------------------------|--|
| Provide outstanding care | <ol style="list-style-type: none"> 1. Our services are inclusive and easy to access 2. Our services are innovative and drive improvements in outcomes for people 3. Our services support good health and help prevent ill health |
| Be collaborative | <ol style="list-style-type: none"> 4. All our services are tied into formal partnerships that improve outcomes for local people 5. We always involve people from our local communities to help us improve our services 6. We are leading care collaboratives in each of the systems we work within |
| Be an excellent employer | <ol style="list-style-type: none"> 7. Our people feel valued and can realise their full potential 8. Our people embrace diversity and promote an inclusive culture that challenges all forms of discrimination 9. In meeting the needs of our services, our people can balance their work and personal commitments and are trusted to work flexibly |
| Be sustainable | <ol style="list-style-type: none"> 10. We are financially resilient and support our people in developing and improving our services 11. Our main sites have a community value and usage plan in place 12. We take positive action to reduce the environmental impact of our services |

Table One – Trust Ambitions 2023-26

2.2 It was agreed that the Board would be provided with updates on implementing the strategy in September and March each year; this Paper provides the third such update.

2.3 The Board agreed the following supporting strategies in March 2023:

- Communications.
- Quality.
- People.
- Digital Transformation.
- Estates.

2.4 In terms of recent detailed updates on implementing the supporting strategies:

2.4.1 The Executive Team received an update on the Communications Strategy.

2.4.2 In September 2024 QISCOM received an update on the Quality and People Strategies.

2.4.3 The Annual Update on the Green Plan was published in May 2024.

2.4.4 The People Participation and Equalities Committee met in August 2024.

- 2.4.5 The Executive Programme Board received an update on Trust-wide programme and project delivery.
- 2.5 None of the fora listed in paragraph 2.4 above escalated issues to the Board for intervention.
- 2.6 The strategic objective to 'Be Collaborative' is not directly linked to a particular supporting strategy and is 'held' at Board level.
- 2.7 The Trust agreed the following service plans in March 2023:
- Adults'.
 - Children and Young People's.
 - Dental.
 - Integrated Contraception and Sexual Health.
 - Dynamic Health.
- 2.8 Progress with implementing service plans is reported bi-monthly to Clinical Operational Board with the most recent reports in September 2024 where progress was reported to be broadly on track.

3.0 Progress

- 3.1 As part of the Strategic Framework 2023-26, the Board agreed the conditions necessary to achieve each ambition alongside a 'success statement'. There are a range of high-level actions underway, or planned, to meet the conditions by the end of 2025-26 and our progress in implementing these actions as at 2024-25 quarter 2, a forecast to the end of 2024-25 and a projection concerning the likelihood of realising our ambitions by the end of 2025-26 is at Table 2 below.

| Strategic objectives | It is our ambition that by 2026: | Confidence in realising ambition by end 2025/26 | Progress with high-level actions as at 2024-25 to Q2 | Confidence in delivering high-level actions during 2024-25 Q3 & Q4 | Supporting strategies |
|--|--|---|---|--|---|
| | | | Challenge where % is <100% | Challenge where % is <100% | |
| (a) | (b) | (c) | (d) | (e) | (f) |
| Provide outstanding care | 1. Our services are inclusive and easy to access | | 100% | 100% | People, Quality, Digital, Estates, Communications |
| | 2. Our services are innovative and drive improvements in outcomes for people | | 70% | 90% | People, Quality, Digital |
| | | | <ul style="list-style-type: none"> • QI not fully embedded • No research growth | <ul style="list-style-type: none"> • Consolidating QI • Some growth in research anticipated | |
| 3. Our services support good health and help prevent ill health | | 80% | 80% | <ul style="list-style-type: none"> • Not yet truly measuring hospital admissions attributed to our partnership approach | People, Quality, Estates, Green Communications |
| Be collaborative | 4. All our services are tied into formal partnerships that improve outcomes for local people | | 95% | 95% | Trust Strategic Framework, People, Quality, Communications |
| | | | <ul style="list-style-type: none"> • Formal agreements not in place for all services | | |
| 5. We always involve people from our local communities to help us improve our services | | 85% | 90% | <ul style="list-style-type: none"> • Still embedding people involvement | Trust Strategic Framework, People, Quality, Digital, Communications |

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|---------------------------------|--|--|---|------|---|
| | 6. We are leading care collaboratives in each of the systems we work within | | 75% | 75% | Trust Strategic Framework, People, Quality, Communications |
| | | | <ul style="list-style-type: none"> C&M ABU progress pending new care model | | |
| Be an excellent employer | 7. Our people feel valued and can realise their full potential | | 100% | 100% | People, Quality, Digital, Estates, Communications |
| | 8. Our people embrace diversity and promote an inclusive culture that challenges all forms of discrimination | | 90% | 90% | Trust Strategic Framework, People, Quality, Digital, Communications |
| | | | <ul style="list-style-type: none"> Need continued focus on increasing WF diversity at all levels | | |
| | 9. In meeting the needs of our services, our people can balance their work and personal commitments and are trusted to work flexibly | | 100% | 100% | Trust Strategic Framework, People, Quality, Digital |
| Be sustainable | 10. We are financially resilient and support our people in developing and improving our services | | 60% | 80% | Trust Strategic Framework, People, Quality, Digital, Finance, Green |
| | | | <ul style="list-style-type: none"> Identified efficiencies do not cover the full challenge Increasing challenges to funding the A4C Pay Award | | |
| | 11. Our main sites have a community value and usage plan in place | | 50% | 70% | Estates, Green |
| | | | <ul style="list-style-type: none"> Unable to progress plans during H1 due to ongoing estate works | | |
| | 12. We take positive action to reduce the environmental impact of our services | | 100% | 100% | Estates, Communications, Green |

Table 2 – Progress with Ambitions

3.2 Detailed progress updates in respect of high-level actions are at Annex A to D.

3.3 The Board will note that the current projection is that some ambitions may not be fully realised by March 2026. Executive leads will review high-level actions with the intent of accelerating progress where feasible and returning trajectories to 'green' status.

4.0 Recommendations

4.1 The members are asked to receive this report for **decision-making** and to:

4.1.2 Agree that Table 2 is a reasonable assessment of progress to date and a forecast of likely success.

5.0 How the report supports achievement of the Strategic Objectives:

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|---------------------------|--|
| Provide outstanding care: | <p>In its Strategic Framework 2023-26, the Trust adopted 3 ambitions for each of the 4 strategic objectives. This Paper summarises progress in achieving the Trust's 12 ambitions during the first year of the strategy.</p> |
| Be collaborative: | |
| Be an excellent employer: | |
| Be sustainable: | |

6.0 How the report supports tackling Health Inequalities

6.1 The report does not tackle Health Inequalities.

7.0 Links to Board Assurance Framework / Trust Risk Register

7.1

8.0 Legal and Regulatory requirements

- Care Quality Commission Fundamental Standards of Care
- NHS England well-led Framework
- NHS Constitution for England Principles and Values
- NHS People Promise

9.0 Previous report

9.1 March 2024.

Annexes:

- A. Progress Update – Provide Outstanding Care.
- B. Progress Update – Be Collaborative.
- C. Progress Update – Be an Excellent Employer.
- D. Progress Update – Be Sustainable.