



Council of Governors: Summary Sheet

24 November 2016
Item 8b & c

Title of Paper: Strategic Objectives and Annual Plan

Presented By: Jason Rowlands, Director of Strategy & Planning

Action Required:

<input checked="" type="checkbox"/> For Information	<input type="checkbox"/> For Ratification	<input type="checkbox"/> For a decision
<input type="checkbox"/> For Feedback	<input type="checkbox"/> Vote required	<input type="checkbox"/> For Receipt

To which duty does this refer:

Holding non-executive directors individually and collectively to account for the performance of the Board	
Appointment, removal and deciding the terms of office of the Chair and non-executive directors	
Determining the remuneration of the Chair and non-executive directors	
Appointing or removing the trust’s auditor	
Approving or not the appointment of the trust’s chief executive	
Receiving the annual report and accounts and auditor’s report	
Representing the interests of members and the public	
Approving or not increases to non-NHS income of more than 5% of total income	
Approving or not acquisitions, mergers, separations and dissolutions	
Jointly approving changes to the trust’s constitution with the Board	
Expressing a view on the Trust’s forward plans	x
Consideration on the use of income from the provision of goods and services from sources other than the NHS in England	
Monitoring the activities of the Trust to ensure that they are being conducted in a manner consistent with its terms of authorisation and the constitution.	
Monitoring the Trust’s performance against its targets and strategic aims	

How does this item support the functioning of the Council of Governors?

Governors have already had an opportunity to give their views on the future strategic objectives. This paper presents the outcome of all the work undertaken with key members of staff and groups to inform the strategy.

Author of Report: Helen Mitchell

Designation of Author: Business Planning Partner

Date: 17 November 2016

SUMMARY REPORT

24 November 2016
Items 8b & c

Report to: Council of Governors
Date: 24th November 2016
Subject: Trust’s 5 Year Strategic Plan and the Trust’s 2 Year Operational Plan
From: Jason Rowlands, Director of Strategy and Planning
Author: Helen Mitchell, Business Planning Partner

1 Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
			X	X	

To report to the Council of Governors on the developing work to revise the Trust’s strategy, and to seek the views of Governors on the draft vision and strategic objectives currently being considered by the Board and to share an early draft of the Trust’s operational plan.

2 Summary

As Council of Governors will be aware, the Trust is currently refreshing its 5 year Strategic Plan at the same time as developing and submitting its 2 year Operational Plan to NHS Improvement. This paper will outline the progress made on the development and submission of both plans and also invite comments on a refreshed vision and strategic objectives for the Trust (known as the strategic planning framework).

5 Year Strategic Plan: 2017/21

The Council of Governors is aware that the Board has initiated a review of the Trust’s current 5 year strategic plan. The reason for this is that there are significant changes and challenges that we need to respond to as a result of national and local pressures to deliver better quality services in different ways within a very challenging financial environment.

A range of engagement activities have been undertaken to seek feedback and views from stakeholders. The Trust has engaged with service user groups, staff within teams, the trusts leadership teams and external partners. As part of the development

programme a strategy session was held with Governors in October and the outcomes from this and other events informed a review by the Board of Directors on the 20th October.

The engagement work undertaken has enabled the Trust to arrive an early strategic planning framework consisting of a revised vision and strategic objectives. The revised framework will support the organisation to make decisions which contribute towards the advancement of those objectives and ultimately deliver our vision. The Board will give further consideration to this at a further development session in December and make a formal recommendation in January 2017. The next stage in the development of our strategic plan is to invite comments from our stakeholders, including our Governors, to ensure that we have interpreted their feedback correctly and secure agreement from Trust Board on our revised strategy.

Appendix 1 outlines the revised vision and strategic objectives being considered by the Board, and summarises the engagement work undertaken as part of the strategy review.

Operational Plan: 2017/19

This year, NHS Improvement have requested all Trusts to submit a two year operating plan which focusses on our approach to quality, workforce and financial management. On 9 November, Trust Board considered and agreed a draft of our operational plan. This draft plan was developed in advance of commissioners issuing and confirming their commissioning intentions. The plan was approved by the Board in principle in respect of the development plans on the basis that it was a first draft, and recognising that significant revisions will be required as the Trust reviews and responds to the commissioning intentions. The Trust's development plan and financial plan will need to be significantly reviewed as the Trust considers the options to respond to the commissioning intentions from NHS Sheffield CCG. This draft plan is enclosed at **Appendix 2** for Governors to consider. The financial section has been removed and information will be updated as the Trust develops its response to the commissioning intentions.

The plan has been compiled in line with guidance issued by our regulators and it looks to define how the Trust is developing in line with the South Yorkshire and Bassetlaw Sustainability and Transformation Plan (STP), our focus for improving quality and our plans for workforce development.

3 Next Steps

To redraft the Operational Plan and submit a final plan to NHS Improvement in December 2016.

The Board will give further consideration to its strategic direction and strategic objectives during December and will confirm its final recommendations in January 2017.

Following this a short period of engagement and consultation on the recommended strategy will take place before the Board confirms its final strategy in March 2017. As part of this next stage of development the range of supporting plans to deliver the strategic objectives will be defined and confirmed, along with outcome measures to

ensure progress and delivery can be effectively evaluated.

4 Required Actions

For Council of Governors to provide feedback on the draft Trust vision and strategic objectives and operational plan.

5 Monitoring Arrangements

Progress reports will be provided to Council in line with the above next steps.

6 Contact Details

Jason Rowlands – Jason.Rowlands@shsc.nhs.uk

Helen Mitchell – Helen.Mitchell@shsc.nhs.uk

Vision and objectives: Draft for discussion

The draft vision and objectives is being considered by the Board following the engagement and development work undertaken over the last four months. Feedback will inform the final decisions of the Board.

Vision: To work side by side with service users, carers, families and partner organisations to improve mental and physical wellbeing.

We will do this by:

- Shifting the focus of our services towards prevention and early intervention;
- Locating innovative, person centred services as close to peoples' homes as we can, in buildings that communities can be proud of;
- Developing a modern, skilled and confident workforce;
- Ensuring services are sustainable, focussed on providing outstanding services within our means.

Fairness, Respect, Compassion, Accountability, Ambition, Partnerships

Objectives

Quality Objective

We will work together to provide high quality, evidence-based care and support at the earliest possible opportunity in order to improve physical and mental wellbeing.

People Objective

We will offer staff an attractive career and accompanying training opportunities working across systems of care with excellent clinical and corporate leadership at every level.

Sustainability Objective

We will develop a new organisational model to ensure the sustainability of the services that the citizens of Sheffield, South Yorkshire and the surrounding area need.

Rational

Quality

To provide outstanding services within the available resources, SHSC will work closely with service users, carers, families and partner organisations to produce innovative care and support that promotes wellbeing. The basis of this is collaboration - to empower people to take control and help people to feel confident and motivated to improve their own health and wellbeing.

People

To develop a modern, skilled and confident workforce, SHSC needs compassionate people who are able to work flexibly and across systems of care – not just within their immediate teams. We will foster a culture of learning and quality improvement which staff from the front line to the Trust Board will be involved in shaping. Our staff will be digitally aware and able to work in new, effective and efficient ways.

Sustainability

To deliver its vision, SHSC will require a very different approach to organising and delivering services in which to improve mental and physical wellbeing. We will be ambitious in doing this and will enter into long term partnerships for the delivery of corporate and clinical services with those who share our values and vision as an organisation.

Engagement and consultations

Key:

Clouds –document review

Purple – pre Board review

Red – Next steps

