

**Front sheet: Council of Governors**  
**Item number: 9**  
**Date: 25 February 2025**

<b>Private/ public paper:</b>	Public
<b>Report Title:</b>	Strategy refresh engagement
<b>Author(s) Accountable Director:</b>	Dawn Pearson, associate director of communications and corporate governance
<b>Presented by:</b>	Dawn Pearson, associate director of communications and corporate governance
<b>Vision and values:</b>	The Trust vision is to ensure we work together for service users. Our approach to involvement will be to ensure <b>everyone counts</b> and that the voice and views will ensure our <b>commitment to quality</b> . Through the collective efforts of sharing feedback, insights and ideas we will <b>work together to improve services and deliver outstanding care</b> .
<b>Purpose and key actions:</b>	This report provides an <b>update on our approach to involvement to develop a Trust Strategy for the next 3-5 years</b> as well as supporting the <b>development of a Communication and Involvement strategy</b> which will ensure voice, involvement and experience remain central to the delivery of our strategic objectives.
<b>Executive summary:</b>	<p>The report provides an update to the Council of Governors on:</p> <ul style="list-style-type: none"> <li>• Our approach to involvement – this includes <b>using what we already know</b> as well as our approach to new conversations.</li> <li>• How we will <b>ensure our approach is inclusive</b> and that we hear a reflective voice.</li> <li>• How we will <b>consider equality</b> through a robust equality impact assessment (EIA)</li> <li>• The <b>timeline</b> for this work</li> <li>• The <b>key dates for Governors</b> and the methods of involvement to ensure Governors are central to influencing both the Trust Strategy and our future approach to Involvement.</li> <li>• The next steps to receiving draft strategies in April 2025.</li> </ul>

<b>Which strategic objective does the item primarily contribute to:</b>				
Effective Use of Resources	Yes	X	No	
Deliver Outstanding Care	Yes	X	No	
Great Place to Work	Yes	X	No	
Ensuring our services are inclusive	Yes	X	No	

<b>What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.</b>
Section 13Q of the National Health Service Act 2006, NHS Constitution 2010, Equality Act 2010
The Health and Social Care Act 2022 enhances and amends the Health and Social Care Act 2012 Act, setting out the legal framework within which a Foundation Trust operates, which includes the following:

	<ul style="list-style-type: none"> <li>• Constitution (including Standing Orders for practice and procedures of the Board of Directors and the Council of Governors)</li> <li>• The Codes of Conduct.</li> </ul>
<b>BAF and corporate risk/s:</b>	None related to involvement.
<b>Any background papers/ items previously considered:</b>	This report follows on from the NHS 10 Year plan engagement which took place on 4 December 2024 where Governors fed into the Trust response. The engagement builds on this work to ensure continual involvement.
<b>Recommendation:</b>	<p>The Council of Governors is asked to:</p> <ul style="list-style-type: none"> <li>• Note the approach.</li> <li>• Note the opportunities for Governors to get involved.</li> <li>• Note the timeline for engagement and strategy development.</li> </ul>

## **Trust Strategy engagement plan**

### **Council of Governors February 2024**

#### **1. Purpose of the paper**

The purpose of the paper is to set out the engagement approach to developing Trust strategies which will include the voice of governors, members, local stakeholders, workforce, people who use services and their families and carers. The engagement will take place mid-February to end of March 2025 and findings from this engagement will inform the development of a Trust Strategy and Communication and Involvement Strategy. The paper sets out:

- The background to strategy development and what we have done so far.
- Why involvement is a core part of delivering our legislative requirement.
- A communication and involvement approach in more detail, and
- A high-level timeline for delivery.

#### **2. Background**

Work to develop a Trust strategy has started and the Trust has already gained feedback from key stakeholders and hosted conversations on the 10-year plan. In addition, work took place to start to develop a communication strategy led by Desire Code in 2024. All this feedback will help to inform both strategies and set out the strategic direction of travel. The feedback from both will be collated into a report.

In addition, any existing insight from the past two years will be reviewed and collated into the same report to consolidate historical insight which will be useful in helping to determine key areas and themes. The insight will include:

- Any existing engagement reports.
- Complaints and compliments including patient opinion and NHS Choices.
- Patient experience information including friends and family test.
- Surveys – such as staff and patient surveys.
- Healthwatch reports and insight.
- Sheffield partners involvement and insight.
- Integrated Care System intelligence and insight.

By using what we already know we can demonstrate that the Trust has and does actively listen to people and will use this type of information to identify key themes to drive strategic improvements. Using this opportunity to reflect on the past few years will ensure that the Trust fosters a culture of insight driven improvement which can model future ways on working for programmes going forward.

The development of an equality impact assessment (EIA) will also help to map out the diverse target audience and help to drive inclusive involvement. The target will be to gain a reflective voice in the gathering of insight using an equality impact assessment so we can reflect the diversity of our population and workforce. Once again modelling the approach for inclusive participation approaches and data driven equality insight.

#### **3. Legislation**

All NHS organisations need to work within the legal obligations set out below. Some of the duties described are delegated directly to commissioners, but the Trust will be required to work within this legislation. This means that the Trust should demonstrate in the development of the strategy, how we have delivered on our legislative requirements of involvement and equality using plans, reports, and impact assessments to evidence our journey.

It is worth noting that the Equality Act and NHS constitution apply directly to all NHS organisations. A requirement to deliver on the public sector equality duty means we must demonstrate that we are referencing how we will consider equality, address health inequalities, focus on equity, deliver on our constitutional requirements by gathering insight that can support our strategic direction of travel. The legislation we must consider is set out below:

#### **4.1 Health and Social Care Act (2022)**

In its responsibilities for public involvement and consultation under section 13Q of the National Health Service Act 2006, NHS England, and Integrated Care Boards (ICB) has a duty to consult individuals to whom services are being or may be provided, in the planning, and development of commissioning arrangements for those services. The Act is now extended to include “carers and representatives” of people receiving a service or who may do so.

#### **4.2 The Equality Act (2010)**

The Equality Act 2010 unifies and extends previous equality legislation. Nine characteristics are protected by the Act - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion, and belief, sex, and sexual orientation. Section 149 of the Equality Act 2010 states that all public authorities must have due regard to the need to a) eliminate discrimination, harassment, and victimisation, b) advance ‘Equality of Opportunity,’ and c) foster good relations. All public authorities have this duty so partners will need to be assured that “due regard” has been paid through the delivery of consultation activity, and in the review.

#### **4.3 The NHS Constitution (2010)**

The NHS Constitution came into force in January 2010 following the Health Act 2009. The constitution places a statutory duty on NHS bodies and explains several patient rights, which is a legal entitlement protected by law. One of these rights is the right to be involved directly or through representatives:

- In the planning of healthcare services
- The development and consideration of proposals for changes in the way those services are provided, and
- In the decisions to be made affecting the operation of those services.

#### **4. Approach to communication.**

A title or name for the involvement approach – aligned to the vision, values, or strategy title to retain clear communication will help to drive the strategy through from involvement to delivery. This will need to be determined. Ideas include:

- ‘Everyone counts’
- Working together for service users’
- ‘Being the best, we can be.’

The general narrative for this work is set out below, setting context for the conversation:

We are taking some time to refresh our Trust strategy and Communication and Involvement strategy. A strategy is our medium to long term plan that describes what we are going to do in the next five years. This includes how we can improve things for our workforce, our services, and the support we give to families and carers. It is particularly important to us that we understand and hear from the diverse communities that make up our Trust footprint and workforce to look at what we could be doing better and how we can develop our organisation in the future.

Key messages:

- The strategy belongs to all of us, it is our chance to shape our future direction.
- The strategy will set out Trust priorities and work is taking place to align supporting strategies.
- The Trust will also finalise a communication and involvement strategy to ensure we continue to inclusively involve everyone as we move forward.
- Work has already taken place to gather feedback from key stakeholders.
- We are using what we already know, including feedback, complaints, compliments, and surveys to learn from what people have already told us.
- We want to hear diversity of voice, so we remain inclusive and committed to addressing health inequalities.

## **5. Approach to involvement**

The aim of the engagement is to ensure the strategy refresh adequately reflects the voice, views and experiences of our staff, service users, governors, members, carers, and families. The views of which are critical if we are to create collective ownership of our strategic approach. The involvement approach will be to generate energy around a big conversation so that people feel their voice and influence can help to shape an organisation that works for all of us and creates a lasting impact of ownership, which we can build on in our involvement approach.

Using an initial communication approach, we aim to clearly communicate the approach, develop readily accessible resources and tools on the extranet, including presentation materials and links to surveys and information. This will form part of our existing comms approach, including the cascade, where updates will be communicated from February onwards to take everyone on the journey.

The plan is to use several tools and a combination of digital, face to face and peer led conversation to engage people. We want to use existing platforms to engage our workforce and enable team leaders to host conversations. For example, governors will be able to use drop-in sessions with corporate governance to give feedback and get involved. We will fully utilise online survey platforms, work, with voluntary and community sector organisations, involve community assets and peer workers to host in person discussions to gather feedback from diverse communities.

## **6. Developing a survey and conversation tools**

The approach to involvement will be to use two distinct approaches. The first will be to circulate a survey, this will be one survey for everyone using a **digital link, QR code and**

**paper versions** as required. The second will be to develop a set of questions which can be used:

- As a presentation
- As a set of questions

For both, a **form to capture the feedback** will be provided. A **dedicated inbox** will be set up to receive the information which will be collated and developed into one report. All methods will include an equality monitoring form – as part of the survey and a paper version for conversations or a digital link/ QR code. This will help us understand fully whose voice we have captured and how reflective it is of the population of Sheffield using the census data 2022 as a baseline.

## 7. High level timeline

A high-level timeline requiring is set out below, setting out each stage of the approach.

<b>What</b>	<b>When</b>	<b>Who</b>
<b>Develop a communications and engagement plan and tools to support delivery</b>	January 2025	Dawn Pearson and Comms team
<b>EIA and literature review starts</b>	January – February 2025	Dawn Pearson and Engagement team
<b>Launch communications to raise awareness of the involvement</b>	February 2025	Comms team and campaign to recruit teams to lead and support conversations/ engagement team leading targeted pieces of work. As part of feedback February.
<b>Start engagement activity 6 weeks</b>	February – 31 March 2025	Launch and engagement leads briefed
<b>Council of Governors development session</b>	March 2025	James Drury /Dawn Pearson Corporate team and Engagement team
<b>Letter to members with survey link</b>	March 2025	Corporate team
<b>Develop a report of findings</b>	March 2025	Dawn Pearson and Engagement team
<b>Align findings to Trust strategy and develop involvement approach</b>	April – May 2025	James Drury /Dawn Pearson

## 8. Strategy development

Strategy development will conclude following the engagement approach and the aim will be that both strategies in draft will be shared with Council of Governors in April prior to Board

sign off in May 2025. This will be accompanied by the insight gathered from engagement, including any equality consideration flagged through the EIA approach.

## **9. Recommendations**

Council of Governors are asked to:

- Note the approach.
- Note the opportunities for Governors to get involved.
- Note the timeline for engagement and strategy development.