

Meeting Title	Board of Directors		
Date	16 November 2023	Agenda item	Bo.11.23.7

Corporate Strategy Logic Model

Presented by	Mel Pickup, Chief Executive	
Author	Matthew Howson, Head of Service and Business Development	
Lead Director	Mel Pickup, 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	N/A	
Action required	For approval	
Previously discussed at/ informed by	N/A	
Previously approved at:	N/A	Date
Key Options, Issues and Risks		
Executive Directors have recently provided updates to the Corporate Strategy Logic Model. This Logic Model, along with a redesign of Board Academy agenda and work programmes, was created to provide the Board of Directors with a means of gaining assurance that the Trust is making satisfactory progress towards the delivery of its strategic ambitions as outlined in the Corporate Strategy 2022-27 – “Our Patients, Our People, Our Place and Our Partners”.		
Analysis		
Whilst the redesign of Board Academy agenda and work programmes provides Board members with an ongoing “real-time” view of progress towards the achievement of our strategic ambitions it was agreed that an annual summary of progress would also be collated and reported to Board via the Logic Model.		
The attached model covers the breadth of our Corporate Strategy and sets out, for each of our 4Ps (Patients, People, Place, Partners), our overarching ambition and the respective strategic commitments. For each of these it provides:		
<ul style="list-style-type: none">a brief description of how this work is being delivered and a progress update,detail of which Academy receives regular in-year reports,the responsible Executive Director,a RAG rating.		
Updates have been provided by Executive Directors for the sections of the model relevant to their portfolio. Responses relating to areas of the model previously under the remit of the Director of Strategy and Integration have largely been split between the Chief Operating Officer and Chief Medical Officer as an interim measure.		
The RAG ratings assigned by each of the Executive Directors are designed to indicate progress made towards the delivery of the Trust’s strategic ambitions. The Corporate Strategy is, of course, a 5-year document and many of the strategic ambitions will take some time to be achieved. A green RAG rating therefore indicates that satisfactory progress is being made and that delivery is on track, it does not indicate that the ambition has been delivered.		

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Detailed information on progress against the strategic ambitions can be found in the work of the individual Board Academies following the recent redesign of their agenda and workstreams. This has involved the development of KPIs and reports that speak directly to the ambitions set out in the Strategy. This development work in ongoing and reporting will be improved and finessed through the use of Power BI

The Logic Model is currently showing that good progress is being made across the Corporate Strategy as a whole.

To provide Board members with additional context a copy of the Trust's "strategy on a page" is provided at appendix A.

Recommendation

Board members are asked to review the enclosed Corporate Strategy progress report based on the Logic Model format.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for our patients, delivered with kindness			g			
To deliver our financial plan and key performance targets			g			
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					g	
To be a continually learning organisation and recognised as leaders in research, education and innovation				g		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					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)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
High Level Risk Register and / or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Equality Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance Implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance
NHS England: (please tick those that are relevant) <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input checked="" type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS England Effective Use of Resources: Finance
Other (please state):

Relevance to other Board of Director's academies: (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"/>