

Item 5.i

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| Report to: | Trust Board | Date: 2 December 2021 |
| Report from: | Chief Operating Officer Director of Strategic Projects | |
| Principal Objective/ Strategy and Title | Delivering the Trust Five Year Strategy – Year One Review | |
| Board Assurance Framework Entries | Delivery of the Trust 5 year Strategy | |
| Regulatory Requirement | None | |
| Equality Considerations | Equality has been considered but none believed to apply | |
| Key Risks | Failure to prioritise activities that drive the delivery of the Strategy ICS Strategy conflicting with Trust Strategy Projects and resources are not aligned to Trust objectives | |
| For: | Information | |

1. Summary

The aim of this document is to provide an update towards the delivery of the Trust Strategy 2020 - 2025, on the first anniversary of its official launch.

A separate but linked review of progress towards delivery of the 2021/22 Trust objectives has been undertaken by the Executive Team and the outputs of this have been incorporated in to this review.

2. The Strategy

The Strategy was developed during 2019, received final approval in December 2019 with a planned launch date of March 2020. The launch date was delayed due to the COVID-19 pandemic. The Strategy was reviewed after the COVID-19 first wave and launched formally in September 2020.

The Strategy is focuses on six strategic objectives and sets out within each objective the key planned deliverables identified at the time that sought to meet that objective. Each objective also set out what this will mean for our patients, staff and partners. The Strategy also set out key risks to delivery and the enabling strategies that underpin its delivery.

This review outlines progress towards delivery of the intended deliverables, any unplanned changes and initiatives that have taken place over the last year, an assessment of risks to Strategy implementation and progress on the enabling strategies.

Clearly, COVID-19 has challenged and tested our clinical services and our staff and this has had a direct impact on our delivery of the Strategy. However, overall progress has continued to be made.

3. First Year Progress

Appendix 1 details by progress against each strategic objective together with details of any unplanned developments and achievements and changes to planned deliverables. The table demonstrates that despite the subsequent waves of COVID-19 good progress has been made towards delivery of the Strategy.

4. Enabling Strategies

A number of enabling strategies underpin the delivery of the 5 Year Strategy and progress towards delivering these is summarised in the table below:

| Enabling strategy | Progress 2020/2021 |
|---|--|
| People Strategy <i>(new)</i> | In progress |
| Finance Strategy 2019 -2029 (review planned autumn 2020) | Strategy approved in 2019. |
| Digital Strategy 2018 – 2020 (approval planned October 2020) | Approved October 2021. |
| Quality Strategy 2019 - 2022 | Approved in 2019. |
| Clinical Education Strategy 2021 - 2026 | Approved November 2021. |
| Research & Development Strategy <i>(new)</i> | In progress |
| Estates Strategy 2020 – 2025 (approval planned October 2020) | Approved June 2021. |
| Sustainable Development Management Plan <i>(new)</i> | Replaced with Sustainability Strategy 2021 – 2026 approved in August 2021. This will be supported by the Green Plan which is a three year document. Work on this with the regional ICS team for sustainability is underway, with a deadline for development of January 2022. |

5 Risk to Delivery

At the time of the Strategy development it was recognised that there were a number of risks to successful delivery (See Appendix 2). The Strategy launch was delayed in the first half of 2020/21 as we responded to the new requirements generated by the coronavirus (COVID-19) pandemic and subsequent waves of the pandemic have continued to hinder our ability to achieve our ambitions.

Other risks that have materialised in the first year are:

- Inability to meet RTT and cancer waiting targets could result in poor patient outcomes, poor patient experience, damage to the Trust's reputation and reduced income. Our ability to meet targets has been impacted by the treatment of COVID-19 patients, but the teams have worked to mitigate this as much as possible through clinical priority reviews and successful recovery of activity;
- Failure to release staff to undertake educational activity due to workload constraints and capacity pressure. Again in stepping up to meet that challenges of caring for COVID-19 patients and staff redeployments educational activities were scaled back. In response the statutory and mandatory training was moved to virtual platforms and throughout the recovery phase staff have been supported in undertaking training; and
- Interim financial structures placing pressure on overall financial sustainability. The impact of this has been managed through staffing establishment reviews, performance reviews and the CIP delivery programme. Our excellent activity recovery, over performance in private patients activity and operational underspends has positivity impacted on our overall financial position.

No new risks to delivery have been identified as part of this review.

The Board is requested to:

- 1) Note the contents of the paper