

Cover page	
Meeting	Board of Directors
Paper Title	Development of the five year plan
Date of meeting	28 May 2020
Date paper was written	22 May 2020
Responsible Director	Interim Director of Strategy and Planning
Author	Chris Preston
Executive Summary	
<p>This paper outlines the approach being taken to refresh and update the Trust's vision, mission, values and strategic objectives and to prioritise the key development and transformational programmes that the Trust will deliver over the next 5 years (see attached appendix). The output of this longer term planning exercise will provide the context and direction for the 2021/22 Operational Plan.</p> <p>It is recommended that the Trust Board notes the content of this paper and supports the proposed approach to the development of the Trust's 5 year plan.</p>	
Previously considered by	N/A

The Board (Committee) is asked to:			
<input type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input checked="" type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:

<input checked="" type="checkbox"/> Safe	<input checked="" type="checkbox"/> Effective	<input checked="" type="checkbox"/> Caring	<input checked="" type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led
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Link to strategic objective(s)	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare <input checked="" type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities <input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions <input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	BAF risks 1186, 1134, 1533, 668, 1584 and 859

Equality Impact Assessment	<ul style="list-style-type: none"> <input checked="" type="radio"/> Stage 1 only (no negative impact identified) <input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)
Freedom of Information Act (2000) status	<ul style="list-style-type: none"> <input checked="" type="radio"/> This document is for full publication <input type="radio"/> This document includes FOIA exempt information <input type="radio"/> This whole document is exempt under the FOIA
Financial assessment	No financial impact

Development of the five year plan

Board of Directors - 28 May 2020

Chris Preston, Interim Director of Strategy and Planning



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Purpose

1. Context
2. Contents of SaTH five year plan
3. Aims, approach and scope
4. Milestones and target timeline
5. First phase of plan development
6. Next steps

Context

- In future years, we are planning to move towards a regular sequential annual planning cycle (see example below)
- During 2020/21, the strategy review and 5 year planning will be progressed in parallel through to the end of September
- The quality of the associated inputs and elements will improve each time the cycle is repeated



Contents of SaTH five year plan

- **Introduction and context**
- **Vision and mission**
- **Strategy and strategic goals**
- **Historical and current year performance**
 - Quality
 - Operational
 - Workforce
 - Financial
- **SaTH five year plan – 2021/22 to 2025/26**
 - Base plan bottom-up position ('do the same')
 - Realistic and challenging prioritised organisational development / optimisation plans (including efficiency improvement and QIPP schemes)
 - Realistic and challenging prioritised health system development / optimisation plans (describing SaTH obligations and deliverables as a partner within STP/ICS)
- **Oversight and Assurance – STP and organisational governance arrangements**
- **Plan key risks (linked to BAF)**
- **Upsides and downsides**
- **Conclusion and next steps**

Proposed aims

- The Trust's vision, mission, values and strategic goals will be refreshed and updated
- The plan will describe the Trust's anticipated journey over the next five years towards realising its vision and mission, whilst also describing how the Trust intends to tackle the key strategic challenges that it faces
- The plan will be developed in a fully collaborative way with the Trust's key stakeholders, including staff, commissioners, STP leadership team, regulators, patients and public
- The plan seeks to build upon and embrace collaborative ways of working with system partners, to provide high quality health and care services that meet the needs of the system population, affordably and sustainably
- The plan will provide a strong foundation for the Trust's future annual planning cycle
 - Providing a baseline for further developments
 - Outlining key strategic timescales
 - Providing context and direction for 2021/22 operational planning
 - Providing an LTFM and plan that can be updated dynamically to reflect changes to priorities and assumptions

Outline scope (and limitations)

- Review vision, mission, strategy and strategic goals
- Assess/develop baseline performance for next five years, to include:
 - Normalised performance (quality, operational, workforce, financial)
 - Activity projections and costs / workforce / capacity implications
 - Mandatory estates, equipment and technology plans
- Confirm priority developments over the next five years
 - Assess / refine existing development plans (internal and system)
 - Develop additional plans targeted at largest areas of issue and/or opportunity
 - Review services (from sustainability perspective) and develop improvement plans
 - Schedule delivery of plans over the next five years
- Key outputs
 - Narrative strategy and plan document (Powerpoint)
 - Long Term Financial Model



Refresh and update



Based largely on existing strategies, plans and available information, refining/developing only where necessary



Development plans will focus on the areas with the biggest issues and/or opportunity identified from the information that is currently available

Note:

- *content and speed of progress will be dependent on level of understanding of existing foundations (particularly financial and workforce)*
- *forward plans will be closely linked to 'restoration' workstreams (and incorporate HTP etc.)*
- *internal resource capacity and capability is being assessed, including options to supplement where needed*

Proposed outline approach and targeted timeline

Milestones and activities		Targeted timeline
Finalise scope of five year planning exercise		End May 2020
Review vision, mission, strategy and strategic goals – board seminar, sign off by BoDs		End July 2020
Base plan (final draft by end Jul 2020)		
	Input from key stakeholders	End Jun 2020
	Discuss/review draft base plan assumptions – executive team	End Jun 2020
	Discuss/finalise base plan assumptions – board seminar	Mid Jul seminar
Internal prioritised development and transformation plans (final draft by end Aug 2020)		
	Input from key stakeholders	End Jun 2020
	Discuss/review prioritised objectives and plans – executive team	End Jul 2020
	Discuss/finalise prioritised objectives and plans – board seminar	Mid Aug seminar
System (shadow ICS) prioritised development and transformation plans (final draft by end Aug 2020)		
	Input from key stakeholders	End Jun 2020
	Discuss/review prioritised objectives and plans – executive team	End Jul 2020
	Discuss/finalise prioritised objectives and plans – board seminar	Mid Aug seminar
Finalise overall five year plan and next steps (final draft by end Sep 2020)		
	Review draft five year plan – executive team	Mid Sep 2020
	Discuss/finalise draft five year plan – board of directors	End Sep 2020
	Further engagement and roll out across key stakeholder groups	End Oct 2020

Plan development – next steps



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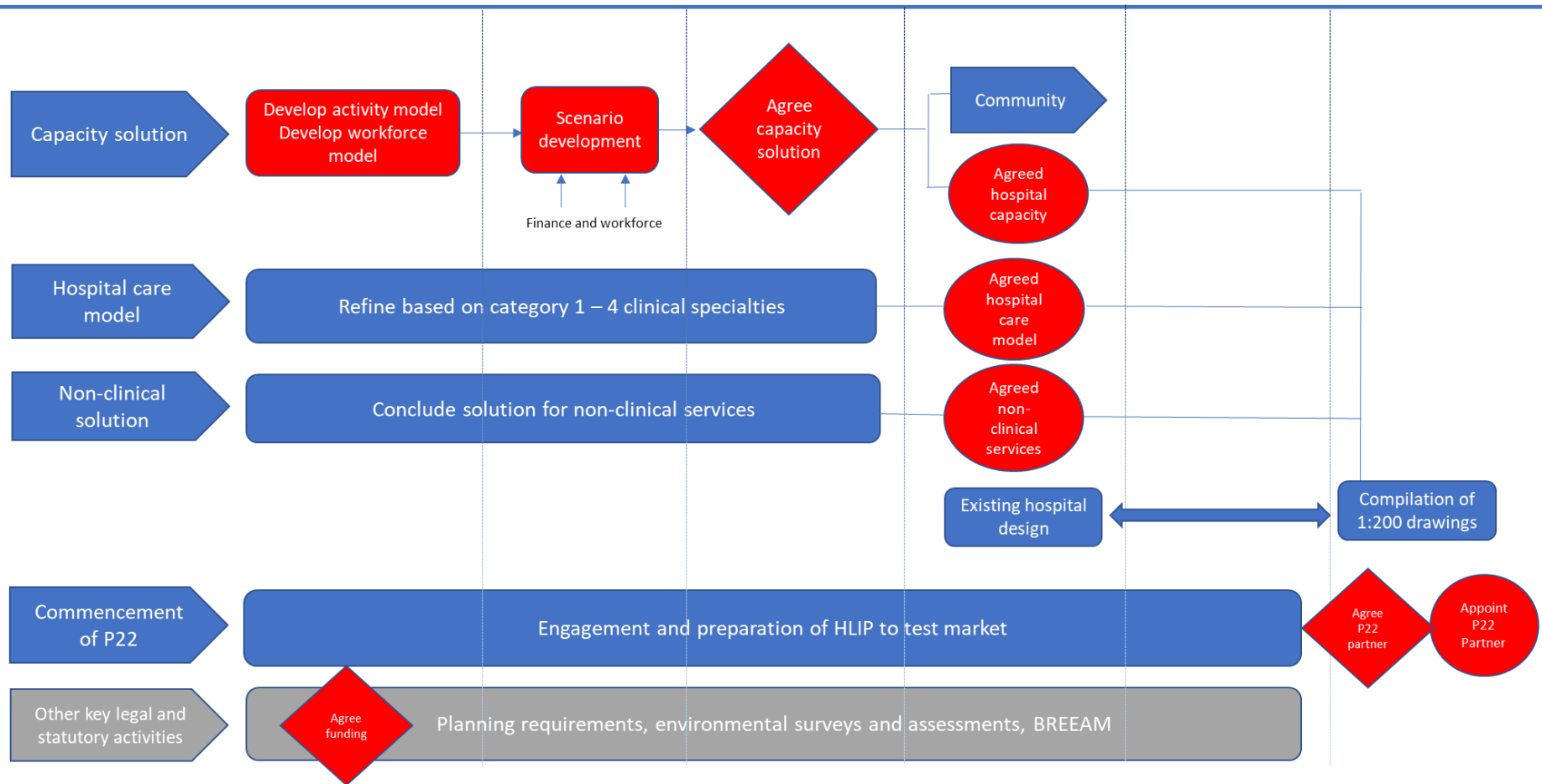
Plan development - first phase

- Refresh vision, mission, values and strategic goals (by end July)
 - Limited scope (linked to timeframes)
 - Refresh and update
 - Limited wider stakeholder input (to be increased for next year's cycle)
 - Development process and timeline
 - Board feedback (SWOT and narrative input)
 - Staff input / feedback (first two weeks of June)
 - Stakeholder / patient feedback
 - SLC input / feedback
 - Board seminar review (10 June, TBC)
 - Shadow ICS CEs (review/comment)
 - Senior Leadership Team (review/comment)
 - Final review at Board meeting and finalise by end July
 - Wider communication and engagement (from start August)
- Refresh and update – develop revised draft statements
- Seek further feedback and refine draft statements

Plan development - future phases

- Work has commenced to develop more detailed plans for each of the future phases
 - Building on the Restoration and Recovery Programme (that will provide key assumptions for the early years of the plan)
 - Incorporating agreed health and care system planning assumptions
 - Incorporating both internal and system transformational developments (including the Hospitals Transformation Programme)
- Essential that system partners understand and support plans and implications
- Continue to secure support of other key stakeholders, including NHSE/I

Plan development - HTP critical path



Plan development - HTP key assumptions

- Confirm revised timeline for completion of the Outline Business Case
- Review and optimise HTP governance arrangements (linking closely to revised system governance arrangements)

Key programme milestones over the next few months	Description	Responsibility
Refresh activity and workforce model	Updated 'do the same' activity projections, overlaid with the impact of key planned system interventions	Trust and relevant System Partners
Develop and approve scenarios	Test activity assumptions to establish e.g. best case, central case and reasonable worst case scenarios	System Partners
Confirm key assumptions for the OBC	Formal approval of all of the key assumptions upon which the business case will be based	System Partners

Summary

- Plans have been developed to refresh and update the vision, mission, values and strategic objectives
- Approach, scope and timing of future phases is being finalised (linked to resourcing requirements and availability)
- Communication and engagement plans for key stakeholders are in the process of being developed (staff, partners, regulatory bodies, patients, catchment population etc.)