

**Strategic Objectives and Organisational Behaviours
Report for the AWP NHS Trust Board**

Meeting Date: 2012-07-25	Meeting Time: 12:00	Agenda Item: 15	Serial: 12.0635
This Report is presented by the Chief Executive for Noting in the Public session of the Board.			

Report Summary

Purpose of this Report:

This report updates Board on the process of developing 2012-13 Strategic & Principal Objectives. It also re-states the Trust’s vision and values developed as a result of engagement with commissioners, staff and service users and describes draft behaviours for feedback from the organisation as well as the process of developing them.

The revisited strategic objectives offer a streamlined and focused approach to setting the key organisational goals, and considers our organisational behaviours in this context.

The report identifies the process of development undertaken thus far, and sets out the next steps towards identification of renewed principle objectives.

Board Decisions Recommended:

The Board is recommended to **approve** the recommendations at paragraph 10.

Actions Arising from the Report:

None specified.

Appendices:

Appendix A – Principle Objectives Delivery Plan

Report Links

Quality and Safety Implications	Quality and Safety best practice is shared via the dissemination of information in the Chief Executive’s briefing
ALE	All
CQC	All
IG Toolkit	All
Corporate Risk Register	All

1. Overview

- 1.1. In January 2012, the Board approved as part of its business planning cycle, the Strategic Objectives for the organisation for 2012-13. As part of the actions arising out of that decision, the Corporate Directorates and Strategic Business Units have explicitly addressed supporting Action Plans that deliver Objectives in their business planning processes through January and February 2012 and in April 2012, the Board considered the Principle Objectives and their delivery plans. These processes are in train under IBP and Business Plan processes, not in addition.

2. A new approach

- 2.1. During the past eight weeks, a series of conversations have taken place both within and external to the organisation, with service users, carers, commissioners, staff and partners.
- 2.2. The conversations have helped shape a new approach to the way the Trust needs to move forward.
- 2.3. The Trust has reasserted its wish to ensure that service users are always at the very heart of every single decision we make. Quality must be our guiding principle. Additionally, we have heard both commissioners current and future tell us they want local services. Our staff have told us they want to be able to make decisions locally and to be supported to do this.
- 2.4. Finally, we have heard that clinicians feel a lack of engagement. The Board wants to change this, and plans to make changes to enable our clinicians, and clinicians externally to our organisation, to become critical, valued contributors to the Trust strategy and approach. We need our clinicians to own the quality of services in their local areas and to tell us what they need to make improvements.
- 2.5. As a result of these conversations, the Board has decided it is appropriate to reconsider the Vision, Values and Strategic Objectives to become clearer, more focused and aligned with the conversations we are having.
- 2.6. At the same time, it is recognised that significant work has taken place in relation to the development of principle objectives, and organisational behaviours to underpin the values we hold.
- 2.7. The report suggests that the work on principle objectives and behaviours continues with any necessary review to ensure absolutely consistency with the new approach, minimised to ensure effective use of resources.

3. Our Vision

“to enable and empower people to reach their potential and live fulfilling lives”

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- 3.1. The Board has tested this Vision and considers that it is still appropriate, describing, effectively, the aim of the Trust in providing high quality, service user centred, effective services that help service users to meet their desired outcomes.

4. Our Values

- 4.1. The values we agreed earlier in the year have been revisited. Our values are:
- **Listening**
 - **Challenging stigma and promoting equality**
 - **Being accountable to our communities**
 - **Harnessing the enthusiasm and skills of our staff**
- 4.2. These values remain entirely relevant, but, in the context of the additional work the Trust is taking forward in relation to performance improvement, the following revised values are recommended:
- **Listening and having open, honest and transparent communication**
 - **Being judged by the outcomes we deliver both individually and collectively**
 - **Being accountable to our communities through partnership and collaboration in our engagement with stakeholders**
 - **harnessing the enthusiasm and skills of our staff and ensuring that central, corporate and HQ functions in the Trust clearly add value to front-line services**
 - **Challenging stigma and promoting equality**

5. Strategic Objectives 2012-13

- 5.1. Earlier in the year, the Board approved the following strategic objectives and explanatory text:

5.2. *“Our strategic objectives are:*

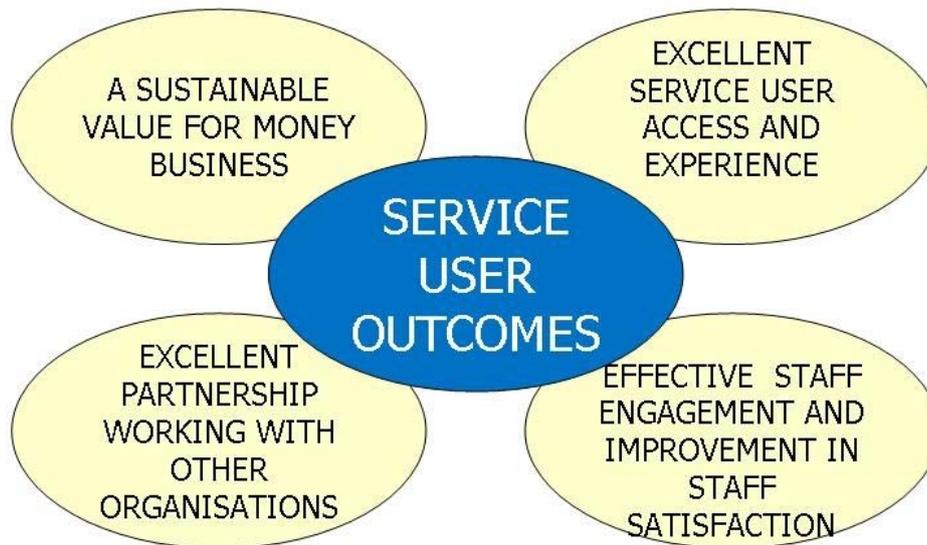
- *To be the organisation of choice for service users, staff and commissioners alike, providing a comprehensive range of specialist Mental Health services in primary, secondary and tertiary care settings, across our existing geographical area*
- *Person-centred services that intervene early, are highly accessible, focused on recovery, are high quality and leading edge*
- *A financially sustainable Trust through robust financial management, use of innovative technologies, efficiency and increased productivity.*

We will achieve this by transforming our services to be modern and “fit for the future”, based on five principles of service design and supported by eight Trust wide enabling strategies.

“Equity and Excellence-Liberating the NHS” has given further impetus to our strategy and provides policy framework in which our expertise can flourish...”

- 5.3. In considering the above, it has been felt that the narrative approach does not effectively describe the areas of focus for the Trust in the short to medium term.
- 5.4. Therefore, the following is recommended:

POSSIBLE DRAFT TRUST STRATEGIC OBJECTIVES – 9th JULY 2012



- 5.5. The diagram above demonstrates that the service user will be at the very heart of everything we do as a Trust, with the four strategic themes represented in the boxes around the centre.
- 5.6. The Board is recommended to consider and approve the new approach and text of the proposed strategic objectives.

6. Principle Objectives

- 6.1. The principle objectives attached as Appendix B have been the subject of significant development over the past months. In reviewing these, it is recommended that they remain appropriate.
- 6.2. There will be some small revisions made to the Principle Objectives Delivery Plan to ensure alignment with the new Strategic Objectives (should they be approved).
- 6.3. The implementation of the Principle Objectives will continue to be monitored via the Board, and also by Board Committees as part of their role in monitoring and scrutiny.

7. Organisational Behaviours

- 7.1. Underpinning the delivery of the Vision, values and objectives is the definition of organisational behaviours.
- 7.2. Significant work has been undertaken over the last 3 months to involve staff in exploring and defining the organisational behaviours that we should espouse aligned to our values. This has occurred through workshops involving over 100 staff.
- 7.3. Draft headline behaviours have been developed from this work and are presented below. These and the detail underpinning them have been scrutinised at the Employee Strategy and Engagement Committee.
 - What I do counts
 - Deliver consistent service quality
 - Working together makes a difference
 - We listen, engage, learn and respond
- 7.4. the Board is asked to endorse the draft headline behaviours which we now want to share with the organisation for feedback before they are finalised.

8. Options

- 8.1. The Board may consider that the timing for the proposed reintroduction of Strategic Objectives is inconsistent with the business planning cycle, and may prefer to roll the changes out in the 2013-14 business planning cycle.
- 8.2. Alternatively, and the recommended route, is for the changes to be implemented mid-cycle. The changes are minimal in relation to the planning processes, and can be mitigated through early dissemination following the decision of the Board.

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- 8.3. It is considered that the benefits of taking the opportunity to refresh and align the Trust's Values and Strategic Objectives, demonstrating that we have listened, outweighs the disruption outlined at 8.2 above.

9. Recommendation

- 9.1. The Board is invited to consider the following:
- 9.1.1. That the Vision remains fit for purpose
 - 9.1.2. That the Values change in the way identified at 4.2 above.
 - 9.1.3. That the Strategic Objectives change in the way identified at 5.4 above.
 - 9.1.4. That the Principle Objectives remain.
 - 9.1.5. That the Principle Objectives Delivery Plan will be revised slightly to reflect the new strategic objectives.
 - 9.1.6. That the organisational behaviours work continues unchanged.

10. Decision

- 10.1. The Board is recommended to **approve** the recommendations outlined at 7.3 and 9.1 above.

11. Additional Report Contributors

- 11.1. Emma Roberts, Company Secretary

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Principal Objective	Strategic Objective(s)	Domain(s)	Rationale/Source	*Actions to Deliver	*Success Criteria/ Outcome Measures
1. SUCCEEDING TOGETHER To ensure delivery, meeting national standards, through robust governance from frontline to Board	1, 2, 3	ALL	As listed in the rows below.		
2. SERVICE MODERNISATION To continue the development of our services, providing modern, recovery-focussed services that: <ul style="list-style-type: none"> • Are personalised 	1,2,3	Safe, Sustainable, High Quality Services Workforce	NHS SW Strategic Framework and Ambitions NHS Mental Health contract		

Report Sponsor: Chief Executive

Strategic Objectives and Organisational Behaviours

Principal Objective	Strategic Objective(s)	Domain(s)	Rationale/Source	*Actions to Deliver	*Success Criteria/ Outcome Measures
<ul style="list-style-type: none"> • Enhance choice • Change lives 		<p>Community Engagement and Partnerships</p> <p>Financial Sustainability</p> <p>Modern & Sustainable Environment</p>	<p>Drug and Alcohol Services/Secure Services/Criminal Justice Services contracts</p> <p>Monitor Foundation Trust application process</p> <p>Planning Conference</p> <p>New Horizons</p>		
<p>3. HIGH QUALITY CARE FOR ALL</p> <p>To exceed all externally set service and quality targets, stretching performance by developing meaningful outcome measures.</p>	1,2,3	<p>Safe, Sustainable, High Quality Services</p> <p>Achieve Core Standards</p> <p>Information & Performance Management</p> <p>Governance, Probity & Assurance</p> <p>Financial Sustainability</p>	<p>NHS Operating Framework 2011/12</p> <p>NHS SW Strategic Framework and Ambitions</p> <p>Local Area Agreements</p> <p>Care Quality Commission 'Annual Healthcheck' CLARIFY FOR 2011/12</p> <p>NHS Mental Health contract</p> <p>Drug and Alcohol Services/Secure Services/Criminal Justice Services contracts</p> <p>Monitor Compliance Framework</p> <p>Planning Conference</p>		

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Principal Objective	Strategic Objective(s)	Domain(s)	Rationale/Source	*Actions to Deliver	*Success Criteria/ Outcome Measures
			Achieve FT application to Monitor supported by commissioners and NHS SW		
4. FINANCIAL PERFORMANCE To make the most efficient and effective use of resources, continuing to deliver the 2009/10 Control Total.	2, 3	Financial Sustainability	NHS Operating Framework 2011/12 NHS SW Strategic Framework and Ambitions Local Area Agreements NHS Mental Health Contract Drug and Alcohol Services/Secure Services/Criminal Justice Services Contracts Monitor Compliance Framework		
5. ENGAGING AND RESPONDING To take on board the views of users, carers, staff, commissioners and communities as we shape our person-centred services.	1,3	Safe, Sustainable, High Quality Services Workforce	NHS Operating Framework 2011/12 NHS SW Strategic Framework and Ambitions Local Area Agreements Care Quality Commission 'Annual Healthcheck' Monitor Foundation Trust		

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Principal Objective	Strategic Objective(s)	Domain(s)	Rationale/Source	*Actions to Deliver	*Success Criteria/ Outcome Measures
			application process Monitor Compliance Framework Planning Conference Carers Strategy and plan		
6. SEAMLESS SERVICES, DELIVERED IN PARTNERSHIP To ensure that internally we make the best use of all Trust synergies and resources, and that we harness our shared skills to work in partnership with other agencies to provide a joined up service that promotes well-being.	1,3	Safe, Sustainable, High Quality Services Governance, Probity and Assurance Community Engagement and Partnerships	NHS Operating Framework 2011/12 NHS SW Strategic Framework and Ambitions Local Area Agreements NHS Mental Health contract Drug and Alcohol Services/Secure Services/Criminal Justice Services contracts Monitor Foundation Trust application process Monitor Compliance Framework Planning Conference		•
7. CORPORATE SOCIAL RESPONSIBILITY To invest in the future of our	1,2	Modern & Sustainable Environment	NHS SW Strategic Framework and Ambitions Local Area Agreements		

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Principal Objective	Strategic Objective(s)	Domain(s)	Rationale/Source	*Actions to Deliver	*Success Criteria/ Outcome Measures
communities, promoting social inclusion, challenging stigma and fulfilling our duty to protect the environment.			Planning Conference Carbon Reduction Strategy for the NHS		
8. FIT FOR FUTURE To make the best use of technology to improve ease of access to services, quality of delivery and efficiency	1,2	Safe, Sustainable, High Quality Services Information & Performance Management Workforce Financial Sustainability	NHS SW Strategic Framework and Ambitions Planning Conference		
9. ACCESSIBLE & RELIABLE INFORMATION To further improve the quality and availability of information to inform service delivery, enhance local accountability and to support consumer choice	1,2,3	Information & Performance Management Community engagement & partnerships Workforce Governance, Probity and Assurance	NHS Operating Framework 2011/12 NHS SW Strategic Framework and Ambitions Local Area Agreements NHS Mental Health contract Drug and Alcohol Services/Secure Services/Criminal Justice Services contracts Monitor Compliance Framework		

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Principal Objective	Strategic Objective(s)	Domain(s)	Rationale/Source	*Actions to Deliver	*Success Criteria/ Outcome Measures
		Financial Sustainability Meet core standards	Planning Conference		
10. LEADING DEVELOPMENT To continue our important leadership role, working with local, regional and national bodies in the development of policy and practice	1, 3	Community Engagement and Partnerships Governance, Probity and Assurance Workforce	NHS Operating Framework 2011/12 Planning Conference		

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