

Updating our strategic objectives, vision and values

Becoming a foundation trust

2014 is the year when AWP will become an NHS foundation trust. As part of this process, and reflecting the substantial change which has been made in recent months, this document summarises the progress made. It sets out changes to the composition of our proposed constitution for a foundation trust in relation to the composition of the Council of Governors. It also seeks your views on proposals to refresh our strategic objectives, vision and values to bring them into line with the current ambitions of our Trust.

A feedback form is on the back of this leaflet and comments can also be posted online via our website at www.awp.nhs.uk or sent to the chief executive's office, Jenner House, Langley Park Estate, Chippenham, SN15 1GG.

Please take the time to read this and to respond.

Changing AWP to deliver quality

Significant change has taken place designed to make AWP more open and transparent, to put service users at the centre of what we do and to increase clinical involvement in all aspects of the work of our Trust.

In doing so, quality and safety are fundamental to the Trust's ambitions as it strives to connect fully with its local health communities, delivering specialist, local mental health services which focus on recovery. We want to continually improve existing services, working more closely with our partners and developing new approaches which respond to the evolving needs of GPs and our commissioners.

Changes being made to the way the Trust operates are designed to foster better decision-making, increase accountability, make it more responsive and so improve the support we provide. We want to ensure we work in partnership with our health and social care colleagues and the voluntary sector to ensure that AWP is an integral part of the local network of care in each of our areas.

We want to support and enable our staff to make sure that services are of the highest quality and as safe as they can be, ensuring we listen and fully engage with those who rely on our service.

'Fit for the Future'

Just over 12 months ago an independent report highlighted a number of failings in AWP and said there was an urgent need to change the 'culture and leadership' of the Trust. Our Trust accepted the report and embarked on a major programme of organisational change designed to address the criticism and to make AWP an organisation which staff, service users and those who have contact with us could be proud.

A major 'Fit for the Future' programme of organisational change is being implemented, which includes:

- Senior leadership team changes, including the appointment of a new Trust chair and chief executive
- A clinically-led local management structure which will be fully implemented by the end of March
- A new clinician engagement strategy and a clinical academy to oversee clinical quality issues
- A series of 'Moving Forward Together' listening meetings held over the summer designed to shape a new engagement and involvement strategy
- Greater input from service users, carers and others who have contact with our services in the appointment of senior staff
- Investment in specialist services which will support and complement our locally managed services
- Redesigned services which are recovery focused and provide value for money
- A simpler, clearer quality assurance system which makes more reliable evidence available for scrutiny
- Expansion of experience-based design initiatives so as to benefit from the expertise of those with personal knowledge of our services
- Improving quality of services by increasing front line staff.

As we move forward in the coming months, we will turn the feedback we have received into a meaningful involvement strategy which will ensure engagement through our foundation trust membership, in each of our local areas and in teams as well as ensuring that individual staff and service users are involved in decisions that impact on them.

Foundation trust changes

An important aspect of building a respected, robust Trust will be the support and involvement of our 16,000 plus foundation trust members.

Our expectation is that in the next 12 months we will ask our members to vote for our first Council of Governors. The changes in the way AWP is managed does not impact on the way governors will be elected. Plans established for public, service user, carer and staff governors following consultation three years still apply. We will work with our stakeholders to ensure appropriate partnership governor nominations to reflect the new health and social care landscape and our new legal obligations.

Updating strategic objectives, vision, values

Feedback from a variety of sources makes it clear that those who work for our Trust, use our services or have contact with us do not relate to AWP's current vision and values and are also unclear as to our objectives.

In line with the changes being made across our Trust, we want to refresh our strategic objectives, replacing our current vision and values with a mission statement and refreshed values that are in tune with our objectives and to which people can easily relate.

The aim is to review these when we become a foundation trust and to fully engage at that point in line with the involvement strategy we are putting in place.

In the meantime we would welcome your views on our draft proposals. You can provide us with your thoughts via the survey/feedback form on our website, by the feedback page on this document, by letter or at face to face meetings which we will be holding to share feedback we have received and to capture your views on how they can be improved. These will be published on our website.

Strategic objectives

Consolidate provides the building blocks on which the success of our Trust rests. 'Being Brilliant at the Basics' will be a frequently heard statement as we review what we do well, identify what needs to be better and deliver more and constantly improving recovery-focused services.

Integrate requires us to work more effectively, internally and externally, connecting fully with the local health communities we serve and forging positive, dynamic relationships with our commissioners, GPs, service users and carers, as well as those in the voluntary sector.

Expand will be fundamental to the viability of our Trust, developing a portfolio of services which meets the needs of commissioners locally and in areas outside our traditional heartland.

Mission statement

'**You Matter...We Care**' is the approach service users and others recognise in AWP.

Whether service users, staff, GPs, commissioners or third sector groups, you matter to us and we care how we listen and respond to your needs, views and ambitions.

Values

We want all our staff to have **PRIDE** in the way we work together, in the specialist support we provide service users and in the way we work with our partners within the health community.

PRIDE encapsulates the values which lie at the heart of our organisation.

P	Passion	We do our best, all of the time
R	Respect	We listen, understand and value what you tell us
I	Integrity	We're open, honest, straightforward
D	Diversity	We relate to everyone as an individual
E	Excellence	We provide consistently the highest quality support

Feedback form

1. Please indicate the level of support for each element by ticking the relevant box. It would be helpful if you could briefly explain your view in the comments box.

Strategic objectives	Support	Oppose	Unsure	Comments
Consolidate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Integrate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Expand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

2. Our proposed mission statement of **'You Matter...We Care'** articulates a common purpose amongst our staff and is the approach service users and others recognise in AWP. What do you think of this?

Comments:

3. We want everyone in AWP to have pride in what they do. Our values - as described earlier in this document - set out the way we behave, the way we relate to one another and to those with whom we have contact. Please tick the relevant box that reflects your view and let us have any general comments

Values	Support	Oppose	Unsure	Comments
Passionate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

4. Do you have any general comments or alternative suggestions?

Comments:

Chief executive's office, Jenner House, Langley Park Estate, Chippenham, SN15 1GG.