

Trust Board 27 October 2020

Building on Step up to Great

Purpose of the report

We relaunched our strategy - Step up To Great (SU2G) – just over a year ago. During that time it has become well-embedded within the way we operate, integrated within the governance framework and connected into service delivery and priorities. There are many highlights achieved against the current strategy as outlined in this [booklet](#) and [film](#).

Analysis of the issue

One year on, and with many of the priorities well underway, and others complete or nearing completion, it is time to review what has worked well and what is missing, so that together with our staff, and our stakeholders we can set the priority areas under each objective/brick for the next 2-3 years.

Proposal

We will refresh our strategy over this winter:

- Launching a communications and engagement campaign at the end of November 2020. The launch would take place with a Step up to Great interactive, online conference for the organisation on 27 November 2020.
- The engagement period will last 9 weeks, up to the end of January 2020, taking account of Christmas and continued Covid-19 demands and will consist of focused activity each week around each of the nine bricks.
- The launch event will include various presentations on key successes and achievements around Step up to Great in the last year, and starter conversations of future focus. A keynote speaker will capture the essence of our vision, and personal leadership qualities in line with our leadership behaviours framework.
- The nine-week campaign that follows will focus on a different brick each week. Executive Directors will lead the discussions aligned to their bricks/areas of responsibility. We will provide a mix on online sessions and a toolkit/PowerPoint they can go through with managers and champions to use in local team meetings.
- Outline of tactics and timescales:
 - October to mid-November, preparation and save the date information and pre-launch publicity.

- Launch 27 November, Opening from Chair and CEO, Case study presentations highlighting key achievements from each brick, Keynote speaker to facilitate a conversation about future, Workshops x9 to talk about future gaps and opportunities (facilitated by exec leads)
- 9-week engagement programme including, videos from change champions about what different bricks mean to them, Director led sessions on MS Teams, online chat and facebook live events, specific presentations on how each brick relates and future opportunities for discussion in team meetings and Step up to Great notice boards for each ward area for staff feedback
- We have spent time considering how we will engage with LPT's People's Council and we have discussed a bespoke session in January. This has been agreed in principle with Mark Farmer (Chair of the People's Council) and will be led by David Williams, Director of Strategy and Business Development.
- Our existing stakeholder survey feedback will be incorporated into this work and our strategy refresh.
- March 2021 - Board approval of our updated strategy and launch of our new SU2G film and booklet setting out our goals for the coming year.

Decision required

- That the board support LPT to refresh and update our strategy developing our discussions from our Board Development Sessions and use the opportunity to continue our staff engagement and discussions with stakeholders.

Governance table

For Board and Board Committees:	Trust Board	
Paper sponsored by:	David Williams	
Paper authored by:	David Williams/ Kamy Basra	
Date submitted:	17 October 2020	
State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):	Operational Executive Board	
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:		
State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning		
STEP up to GREAT strategic alignment*:	High Standards	X
	Transformation	X
	Environments	X
	Patient Involvement	X
	Well Governed	X
	Single Patient Record	X

	Equality, Leadership, Culture	X
	Access to Services	X
	Trustwide Quality Improvement	X
Organisational Risk Register considerations:	List risk number and title of risk	6 The step up to great mental health strategy does not deliver improved mental health services that meet quality, safety and contractual requirements and are sustainable. 25 Staff do not fully engage and embrace the Trusts culture and collective leadership
Is the decision required consistent with LPT's risk appetite:	Yes	
False and misleading information (FOMI) considerations:	Nothing has been identified	
Positive confirmation that the content does not risk the safety of patients or the public	Yes	
Equality considerations:	This will support engagement and support LPT to address health inequalities.	

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