

**Board of Directors
Thursday 30 June 2022
Report from the Managing Director**

Agenda Item Number:		
Presented for:	Discussion/ Agreement	
Report of:	Strategic Plan	
Author (s):	Managing Director	
Report History:	None	
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.	
Links to HIF's Objectives		
Deliver an efficient and effective service offering to Harrogate and District Foundation Trust		√
Create strong sustainable partnerships		√
Develop sustainable organisational systems		√
Develop and maintain a strong, efficient and agile workforce		√
Strengthen the local community through collaboration		
Recommendation:		
The Board of Directors is asked to note the work that is ongoing across the organisation.		

Board of Directors Meeting

30 June 2022

Strategic Plan

1.0 Introduction

- 1.1 The Board of Directors previously considered the future Strategic Direction of the Company at a Board Workshop in June 2022.
- 1.2 At this Workshop, a review of our existing Mission Statement was undertaken and a set of Strategic themes were developed which will be embedded across the Organisation. These themes will form the platform to enable the future strategy of the Company to be developed and confirm the links that will support the delivery of the Strategy of HDFT.
- 1.3 It was acknowledged that our Strategy would need to be aligned to that of HDFT as our main Stakeholder. However, it was recognised, that HIF also had the opportunity to consider the potential to explore other avenues and this needed to be reflected in any themes that were developed.
- 1.4 The purpose of this paper is to:
 - Agree the revised Mission Statement for the Company and Strategic Themes based on the discussion and feedback from the June Workshop
 - Identify next steps to enable our Strategic Plan to be developed

2.0 Current Position

- 2.1 Following the workshop in June, the feedback on the Mission Statement and the Strategic themes have been reviewed and refined further. Based on this feedback, a new Mission Statement and a set of Strategic themes have been developed. Details are attached at **Appendix A** and are presented to the Board of Directors for final agreement.
- 2.2 A Senior Team away day has been scheduled on 23 June 2022 and a key focus will be to take the agreed Strategic themes and develop a set of objectives across each of the service areas, which will then be shared with staff. This will enable our teams to focus on how their contribution on a day to day basis will assist in delivering our overarching Strategy. It is proposed to have the agreed objectives displayed across all departments and for the first time staff will be able to see how they can support service delivery across all areas of the Company. These objectives will also form the basis for individual appraisals going forwards.
- 2.3 An update and outputs from the away day session will be provided at the Board Meeting on 30 June 2022.

3.0 Next Steps

The key next steps have been identified as follows:

- Confirm our Mission Statement and Strategic Themes as discussed in **Appendix A**
- Develop a Communications Plan to share these across the Company
- Develop objectives for all service areas and share widely with teams as part of team discussions and individual appraisal
- Finalise our Business Plan for 2022/2023
- Commence development of our 3 year Strategic Plan

4.0 Timeline

4.1 The following key dates for work in relation to the development of the Strategic Plan is detailed below:

- | | |
|--|---------------|
| • Sign Off/Approve Mission Statement | 30 June 2022 |
| • Finalise Objectives for all service areas and Strategic Themes | July 2022 |
| • Finalise Objectives for all service areas – develop Comms Plan | July 2022 |
| • Roll out themes and objectives to all service areas | July 2022 |
| • Finalise Business Plan | July 2022 |
| • Commence discussion through SMT on development of 3 year Strategic Plan | Aug/Sept 2022 |
| • Finalise the Strategic Plan | Oct/Dec 2022 |
| • Share with Trust representatives and incorporate into the Contract and business planning discussions for 2023/24 | Oct/Dec 2022 |

5.0 Request for approval

5.1 The Board of Directors is asked to:

- 5.1.1 Agree the revised Mission Statement for the Company as detailed in **Appendix A**
- 5.1.2 Agree the Strategic themes as detailed in **Appendix A**
- 5.1.3 Note the work that is now on-going with Service Leads to develop objectives
- 5.1.4 Note the timeline for developing our future Business and Strategic Plans

Date: 22/06/22

Ref: AG/JF