



MEETING TITLE Public Trust Board		MEETING DATE 26/03/2013	
TITLE of PAPER	Service Transformation Programme Progress Update	PAPER REF	5.3
STRATEGIC OBJECTIVE	<ul style="list-style-type: none"> All 		
PURPOSE OF THE PAPER	This paper provides the Trust Board with an update on the Service Transformation Programme.		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input type="checkbox"/>
AUTHOR / LEAD	Karen Warner, Associate Director of Quality	ACCOUNTABLE DIRECTOR	Director of Standards & Compliance
PREVIOUSLY CONSIDERED BY	Committee/Group: Trust Board	Date: January 2013	
RECOMMENDATION	<p>It is recommended that the Board:</p> <ul style="list-style-type: none"> Notes and is assured by the progress to date Supports the next steps in the establishment of the Service Transformation Programme. Receives a further update on the programme in 6 months. 		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify)		<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal implications/Regulatory requirements		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality and Diversity Implications		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Registration Outcome(s)		All	
NHSLA Risk Management Standards for Ambulance Trusts		All	

1. PURPOSE/AIM

- 1.1 This paper provides the Trust Board with an update on the Service Transformation Programme (STP).

2. BACKGROUND/CONTEXT

- 2.1 In January 2013 the Trust Board received a paper describing the establishment of the STP as an enabler for the delivery of the Trusts objectives within the Integrated Business Plan (IBP) and as a way to support the delivery and sustainability of a number of large scale, major change projects.
- 2.2 The STP is beginning to emerge as a key enabler for sustainable change over the coming 5 years.
- 2.4 The STP is a key element in the Trust's strategy for success. To ensure success, it will also be supported by other developments focused on delivery of Trust priorities, including the further strengthening of lines of accountability through Executive and senior management portfolios, and further development of performance management arrangements, to support delivery of objectives and to ensure swift escalation and action where objectives are not being delivered.

3. PROGRESS TO DATE AND CURRENT POSITION

Clarity about corporate objectives and priorities

- 3.1 The Integrated Business Plan sets out the priority developments for the Trust for the coming 5 years. The STP priorities and project structure are broadly aligned to the IBP and these are reported fortnightly to the Transformation Programme Management Group. The dashboard report is included in the Integrated Performance Report, which is reviewed in the Public Board meetings. Appendix 1 provides a draft overview of the way in which the STP will be reported from April 2013 onwards, reflecting the current review of the organisation of the STP for the coming year. This will be finalised when the current development of the Policy Deployment Matrix has been completed.

A strong 'golden thread' between the Board strategy as set out in the IBP and department, team and individual objectives throughout the Trust.

- 3.2 A summary version of the Integrated Business Plan is at the end stage of development and will be a key tool for communication of the strategic priorities through the management structure. This will be launched in April 2013.
- 3.3 A series of workshops have been held in partnership with Unipart to develop the Policy Deployment Matrix. This has more clearly defined the programme of work with specific and measureable deliverables and results at a strategic level.

- 3.4 The next stage will be develop the subsequent matrix at the project group level.

Strong programme and project management mechanisms to drive the key changes.

- 3.5 The programme structure and organisation have been established with reporting arrangements to the Transformation Programme Management Group (TPMG). Leadership for each of the programmes is with the respective Executive Director.
- 3.6 The resource requirement for the programme has been further considered in detail through the TPMG and the Trust Executive Group. It is evident that additional project management support will be required to deliver the large scale major change programmes and action is currently being taken to recruit additional staff in relation to key developments.
- 3.7 As part of this development, it is anticipated that the leadership role of the Associate Director of Quality will be strengthened and that she will be supported by a more structured core team consisting of corporate Project Managers and designated thematic programme leads.

Effective leadership. at all levels of the Trust to support delivery and to engage and galvanise the Trust workforce.

- 3.8 Work will continue over the coming months to ensure that the new clinical leadership framework is fully embedded in practice, and that the new cohort of Clinical Leaders is fully engaged in delivery of the STP.
- 3.9 The development of Clinical Leaders will be supplemented by a broader leadership and management development programme from 2013/14, which is being led by the Workforce and Strategy Directorate team.

Strong internal capacity and capability to support the delivery of change projects, through the development of high level change management skills in a cohort of Trust leaders and a good understanding of service improvement methodology amongst other senior staff.

- 3.10 Four senior managers within the Trust have been trained in the Policy Deployment methodology and will be facilitating the development of the policy deployment matrix through to project level. This will articulate the deliverables and results for the projects being prioritised during 2013/14.
- 3.11 In addition the Trust has undertaken a tender process to identify and secure an external provider to deliver a bespoke programme for service improvement skills.
- 3.12 It is envisaged that participants in this programme will be nominated by their respective Executive Directors. They will be supported to work together across organisational boundaries on 'live' Trust projects as part of their training.

- 3.13 One of the criteria for release of participants will also be a commitment to support an agreed level of involvement in ongoing STP developments. This will support the planned development of a service transformation 'academy' – an expanded team of well-trained change leaders across the organisation, aligned to the core STP team.
- 3.14 In some areas of the programme, the Trust is drawing on external expert support. An important principle in use of external agencies which has been discussed in the TPMG, is the need to ensure that this support maximises the opportunities for Trust staff to develop their skills and knowledge, and to ensure that the Trust develops its own internal capabilities rather than remaining reliant on external support over the longer term.

Powerful staff engagement through clear communication of Trust plans, through the involvement of staff in contributing ideas for improvement and in delivery of local improvements aligned to the Trust priorities, and through visible celebration and reward for positive contributions.

- 3.15 Building on the work reported to Board in January 2013 the communications strategy will be implemented in April 2013 to launch both the IBP and STP. This will include a launch programme and a programme of sustained communication throughout the year.

4. SUMMARY OF NEXT STEPS

- 4.1 Further work will be taken forward in the final quarter to strengthen the programme in terms of resource allocation and strengthening the internal capacity to support the transformation programme.
- 4.2 There is a recognition that the focus of the STP must be on driving and supporting the key areas of transformational change. This sits alongside, but does not replace other Trust mechanisms for day to day management, performance management and problem solving in relation to delivery of the core service.
- 4.3 The Executive Level (level O) Policy Deployment matrix will be finalised and progressed to the STP Project Groups (level 1).
- 4.4 Projects Groups will be established in March/April and 2013/14 programmes of work developed and initiated with clearly articulated deliverables and results.
- 4.5 Executive Directors will provide strong leadership to the Project Groups to engage group members and initiate activity.

5. RECOMMENDATION

- 5.1 It is recommended that the Board:
- Notes and is assured by the progress to date

- Supports the next steps in the establishment of the Service Transformation Programme.
- Receives a further update on the programme in 6 months.

6. APPENDICES

Appendix 1 – Draft revised Service Transformation Programme
Dashboard Summary