





TRUST BOARD / SLT COVER SHEET

	<p><i>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</i></p> <p><i>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</i></p>	
Meeting and Date of meeting	Trust Board 27 November 2025	
Title of paper	 Annual Strategic Plan 2025/26 Progress Report	
Accountable Director	Name	Elaine Wilson
	Position	Director Performance, Planning and Informatics
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This paper sits within the Trust Board role of:	Strategy	
This paper is presented for:	Assurance <i>(Notes on completion at end of document)</i>	
Links to Trust Strategic Priorities  	<input checked="" type="checkbox"/>	Collaborative Working
	<input checked="" type="checkbox"/>	Learning Organisation
	<input checked="" type="checkbox"/>	Safety, Quality & Experience
	<input checked="" type="checkbox"/>	Community First
	<input checked="" type="checkbox"/>	Whole-Life Approach

1. Reason for Presentation of Paper / Report

The Trust's new Vision & Strategy 2030 was launched in June 2025 alongside an Annual Strategic Plan for 2025/26. This report provides an update on progress in the delivery of the strategic priorities and enabling actions outlined in the Trust's Annual Strategic Plan for 2025/2026.

2. Detailed summary of paper contents:



The Annual Strategic Plan for 2025/26 sets out our key priority actions for delivery as the first step in meeting our long-term strategic goals by 2030, set against each of our five strategic priorities:

- Collaborative Working
- Learning Organisation
- Safety, Quality & Experience
- Community First
- Whole-Life Approach

This report sets out the progress against Year 1 of our Strategy 2030, which is designed to deliver our Vision “Together, we will grow to be a learning organisation focused on providing safe, quality care based on a community-first approach throughout the whole life journey”. The progress is based on actions taken in the first six months of year 1 (2025/26) and sets out how we are progressing under each of our five strategic priorities of:

- Collaborative Working;
- Learning Organisation;
- Safety, Quality & Experience;
- Community First; and
- Whole-Life Approach.

The delivery of the Annual Strategic Plan 2025/2026 is supported by a number of key enabling programmes of work, including the encompass Programme, the RISE Programme, Our People Framework and the Timely Care Programme.

3. Areas of improvement/achievement:

The Trust formally launched its Vision & Strategy in June 2025 with significant engagement and positive feedback. The Trust took a major step forward in investing in digital innovation through the implementation of the encompass

programme, which continues to progress successfully though its stabilisation phase. We have been growing our partnerships through the work of the Southern Area Integrated Partnership Board and the Community Planning Partnerships and gained significant investment from the Cooperation and Working Together (CAWT) Partnership. We have invested in our clinical leadership and established new ways of working to start the journey to better collaborative working across the Trust. We have established a People and Culture Committee and a Population Health and Partnerships Committee to ensure we drive forward these key strategic priorities.

The Permanent Secretary launched his Health and Social Care Reset Plan in July 2025, which aligns with the Trust's Strategic Priorities.

4. Areas of concern/risk/challenge:

The system wide and cultural change required to deliver the Strategy 2030 is a significant challenge, particularly in light of the workforce and financial constraints currently being faced by the HSC. However, we believe that the delivery of the strategy is the right direction of travel to ensure we deliver the best outcomes for our population while ensuring we make best use of our workforce and valuable resources.

5. Impact on Statutory Duties: Provide details on the impact of the following and how.

<i>Financial Impact</i>	<i>Safety and Quality Impact</i>
Yes, there are Financial Impacts	No, there are no Quality, Safety or Experience Impacts

6. Risk Assessment (Risk level and state if a risk assessment be completed)

N/A

7. Other Business Intelligence/data (If appropriate)

N/A

8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.

Corporate Risk Register

No specific corporate risks identified at this stage

Board Assurance Framework	Reporting to the Strategy & Transformation Committee and on to Trust Board
Equality and Human Rights	The Trust is committed to subjecting the proposals contained within its Annual Plan to robust equality screening and fuller Equality Impact Assessment (EQIA) and Rural Needs assessment, where necessary and appropriate.