

## STRATEGIC DIRECTION

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Prepared by: JRG

Date: 4<sup>th</sup> November 2020

For 15<sup>th</sup> Dec 2020 Board Pack

### **Purpose of the paper**

Information

### **Background and context**

Our existing [Business Plan](#) (this is link to document) for 2020-21 sets out priorities that are still valid. There are some external factors, however, that should be considered in determining where energies are focussed over the coming months.

### **Where are we now?**

I am updating the HM operational plan (which I will share asap) to factor in these developments.

In line with objectives already set, I am working on a new funding strategy to include income diversification (1.2 / 2.2); we are improving systems for data capture and impact reporting (3.3).

I am already attending the West Yorks & Harrogate MH Programme Board – a regional, NHS-led panel determining priorities and future commissioning arrangements. I am the regional VCS rep on the board.

I have recently attended useful workshops that are informing my direction:

- Rethink: “Thinking Differently” – Community MH Transformation
- Cranfield Trust: “Resilience Reimagined”
- NCVO: Income Diversification

### **What are the key issues?**

This work is underway alongside continued pressures of maintaining services during a global pandemic: capacity is an issue.

However, impending changes in NHS commissioning present new opportunities for sustainability with which we must engage:

NHS England is channelling £2.3 billion into frontline MH services over the next 3 years. This comes with a directive that VCS organisations must be considered within local systems to meet objectives in the Long Term Plan for MH.

The regional proposal to draw down funding is in development, with local (CCG area) plans part of that. They must demonstrate that the VCS is included with a view to creating seamless VCS / statutory provision, “deeply-anchored in the local”. Claire Murdoch, National Director for MH, described this in the Rethink seminar as, “A moment in history we cannot waste.”

We have already seen some move towards this: Safespace and Peer Support in Crisis have recently been commissioned under this model, which puts us in good stead. The initial 3-year investment is conditional on CCGs maintaining provision thereafter for services that prove effective: we need to be ready to step up to the mark.

I am working on a new funding strategy to include this direction, among other considerations.

### **What is asked of trustees?**

For now, to note that this is a significant development and agree that this is the right strategic direction.

This does not alter the priorities within our existing strategy: it means that some of the detailed actions within priorities need reviewing.

**Funding strategy:** among the things that inform direction, I have issued a financial sustainability assessment to collect current position of understanding among board and senior management. If you have not returned this yet, please do so. This will give an indication of areas requiring more attention.

### **Finance**

No implications outside already-identified resources.

### **Recommendation**

Note