

NHSBT Board**Corporate Strategy Development****Proposed Skeleton Outline**

22 September 2021

1. Summary and Purpose of Paper

We are currently mid-way through the process of developing an organisation-wide strategic plan for NHSBT that we are looking to launch in March 2022. Given the strategic plan will be an important document for communicating our ambitions and priorities internally to our staff but also externally to our stakeholders and partners, we are keen to ensure there is clarity and alignment amongst the Executive Team and Board as to what the corporate strategy will look like and what we are planning to deliver.

The purpose of this paper is to provide the Board with a proposed skeleton for the NHSBT corporate strategy document. It sets out the proposed structure, the different sections and purpose of each, and the proposed flow.

2. Action Requested

We would very much welcome feedback on the proposed skeleton and confirmation that what we are planning to deliver is in line with the Board's expectations

3. Corporate Strategy Development: Where we are in the process

In May 2021 we kicked-off the process to develop a corporate strategy for NHSBT for the next 3 to 5 years. Our aim is to formally launch the strategy in March 2022.

We are in the process of developing and fleshing out the strategic priorities for NHSBT which will be brought to the Executive Team and to the Board for review and approval. In parallel, whilst we are developing the content for the strategy, we are looking to ensure that there is clarity and alignment in terms of what the final corporate strategy document will look like so that we can be confident that what we are planning to deliver is in line with expectations.

4. Proposed Skeletal Outline

As part of the process to develop the corporate strategy we have reviewed the strategic plans of other organisations to identify 'best practice' examples and support discussions, with the Executive Team¹ and Non-Executive Directors², as to what an 'excellent' corporate strategy looks like, what the corporate strategy needs to deliver and how it will complement the service strategies and functional plans that are being developed within the organisation.

Based on this we have developed a proposed skeletal outline for the corporate strategy:

- **Foreword:** Welcome from the Chair and Chief Executive.

¹ Executive Team Strategy Workshop, 5/6 May 2021

² 1:1 interviews held with Non-Executive Directors, June/July 2021 (Reported in July Board Strategy Update)

- **Executive Summary:** Our NHSBT corporate strategy 'at a glance' covering our mission, ambition and the organisation-wide strategic priorities for the next five years.
- **Introduction to the corporate strategy:** The purpose of the corporate strategy and how it complements and sits with the service strategies and functional plans.
- **Who we are and what we do:** An overview of NHSBT, our role in the system, the businesses that sit within the organisation and the audiences we serve.
- **A changing landscape:** A description of the rapidly changing external environment that the organisation is operating in, the major developments we anticipate will impact us in the next 5 to 10 years and the potential opportunities and challenges these will present.
- **Our strategic priorities:** Our vision for what the future NHSBT will look like together with those priority areas where we will focus our efforts and resources over the next five years. This will include a narrative of our vision of the donor experience of the future.
- **What we will do:** The key activities we will undertake to deliver our strategic priorities, highlighting the importance of enabling strategies and the key partners we need to work closely with to drive their delivery. It will describe what successful delivery will look like, the strategic risks to delivery and how we will monitor and measure success.
- **Next steps:** A high-level strategic roadmap which sets out the key deliverables and milestones over the next five years together with a description of how the strategy will be embedded into our corporate planning, governance, risk and performance management frameworks, starting with our annual business plan for 2022/23.

5. Next steps

We will continue to work with the Executive Team to develop and flesh out a set of proposed strategic priorities for NHSBT that respond to the opportunities and challenges the rapidly changing external environment present with the aim of testing and refining these with the Board at a workshop in November (*date tbc*).

In parallel, we are working (via the strategy and transformation network) with the leads of the service strategies and functional areas to ensure the strategic priorities for the organisation as a whole and those of the individual service and functional areas are aligned.

Assuming the proposed structure is agreed, the strategy and communication leads will start work together to develop a design brief for the corporate strategy document and draft the content for the two sections – 'who we are and what we do', and 'a changing landscape'.

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