

**Organisational
Strategy Engagement
summary report
2026 to 2031**

March 2026



Introduction


This strategy has been shaped by a sustained programme of listening and learning over the past two years, grounded in one clear principle: our direction must reflect the experiences of the people who work for us, the people we care for, the partners we work with and our communities.

Ahead of this phase of engagement, we brought together over 700 hours of insight from staff, patients, families and partners carried out as part of our identity and culture development; alongside staff survey insight, ongoing conversations and engagement events with stakeholders; complaints; performance and operational data and risks; and business intelligence.

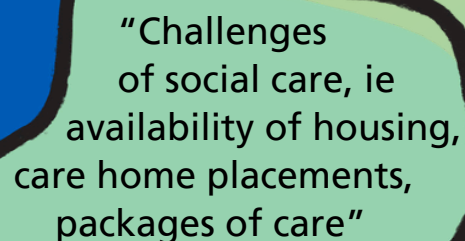
This enabled the Board to identify five consistent themes - access, safety, positive experiences, purposeful stays and better use of resources – which were then tested and refined through further engagement.

Our engagement approach used language aligned to our new identity and responding to feedback that we heard during its development, keeping it relevant, simple and 'non-NHS'. We tested and spoke to stakeholders about making sure patients: feel safe when they are in our care; have a good experience with our services; don't have to wait a long time to get care; see us use our time, money and resources well; and being cared for closer to home and not staying in longer than they need to.

Encouragingly, people recognised their earlier feedback in these priorities. Many described this as the first time they had seen their input clearly sharpening the trust's direction, strengthening confidence in both the process and the emerging strategy.



“Working together with voluntary services and resources in the community”



“Challenges of social care, ie availability of housing, care home placements, packages of care”

Who we spoke to and how

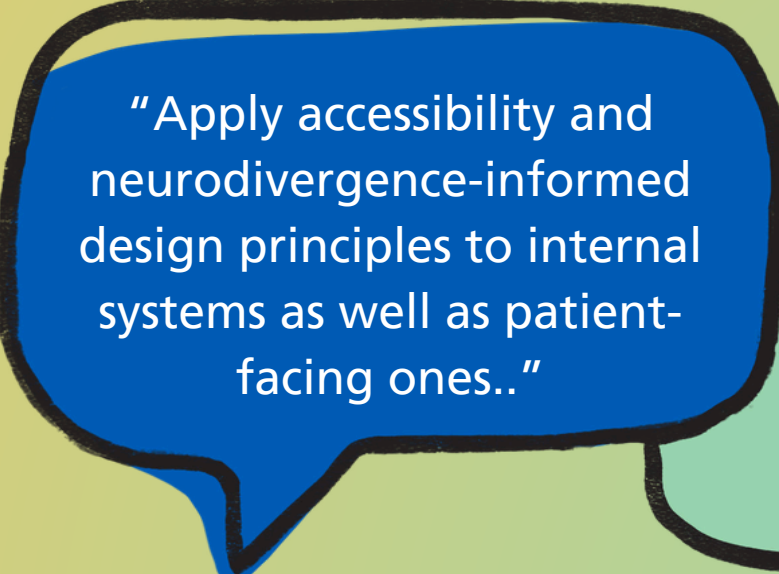
This was the widest engagement the trust has undertaken on its future strategy involving direct engagement with over 300 staff and more than 150 patients, carers, families and partners.

We engaged through staff events, patient and carer sessions, community conversations across 13 sites, an online survey, and direct discussions with:

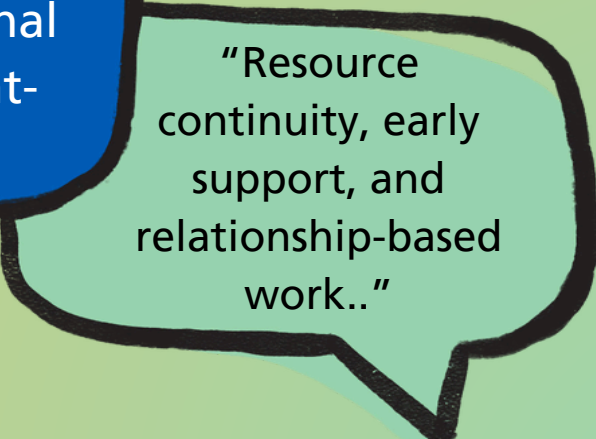
- voluntary, community and social enterprise organisations and grassroots support groups
- GPs, Primary Care Networks and NHS partners
- local authorities, councillors and statutory committees
- community interest companies
- Healthwatch

We also used informal routes and existing leadership sessions to have conversations about the direction and gather further views.

Feedback on the process itself was overwhelmingly positive. People described it as open, inclusive and meaningful, with a strong sense that their voices were being heard and would influence change.



“Apply accessibility and neurodivergence-informed design principles to internal systems as well as patient-facing ones..”



“Resource continuity, early support, and relationship-based work..”

What we heard – strengths and confidence

Across all groups, there was strong alignment with the five strategic priorities, providing confidence that they reflect what matters most.


There was also clear recognition of the trust's progress in listening, co-creation and the cultural development from the new identity.

Staff, patients and partners welcomed the visible shift towards more open engagement and values-led working, and spoke positively about the trust's direction of travel.

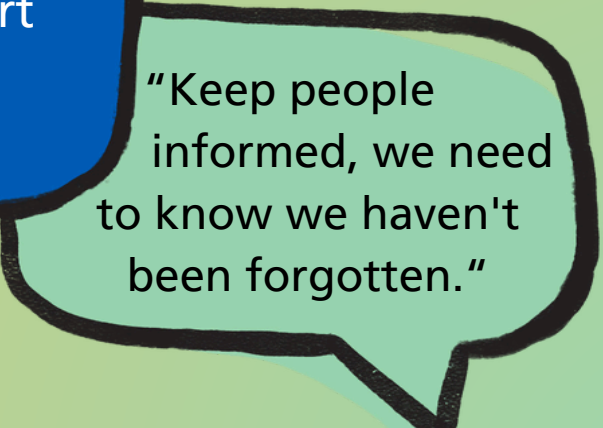
In particular:

- staff felt more connected to the organisation's direction when they could see their feedback reflected
- patients and families valued being listened to and treated with dignity
- partners recognised the trust's intent to work more collaboratively across the system
- there was strong support for continuing the trust's culture journey, including embedding values and strengthening pride in the organisation
- there was positive engagement from staff around the opportunity to develop a clear clinical strategy, with appetite to shape this further

These strengths provide a solid foundation for delivery and indicate growing confidence in the trust's leadership and approach.



“Work more closely with primary care so they are better equipped to support people who are waiting for care.”



“Keep people informed, we need to know we haven't been forgotten.”

What we heard – what gets in the way

Alongside this confidence, engagement highlighted a consistent set of foundational challenges that risk limiting delivery if not addressed.

Systems, processes and administrative burden - Staff consistently described the impact of complex systems, duplication and high administrative workload, which reduce the time available for patient care and contribute to frustration and inefficiency.

Digital and information access - Colleagues highlighted the need for more intuitive, joined-up digital systems and clearer access to information to support decision-making and communication.

Physical environments - Staff and patients spoke about the impact of estate quality, describing how working in environments that are not fit for purpose can affect both experience and outcomes.

Communication and navigation - Across all groups, communication and signposting emerged as one of the most immediate and addressable opportunities for improvement.

- Patients and families want clearer and kinder communication and a better understanding of what to expect when they or their loved one is in our care.
- Staff and partners highlighted the challenge of accessing and navigating services, communicating with us, and supporting others to do so. GPs specifically noted the impact this had on them including the increased risk to support people who 'fall through the gaps'.
- All stakeholders wanted us to do more to signpost support in the community that is available to help prevent people from getting into a crisis, and to keep them living well after they've been in our care.
- Staff wanted us to talk to them in clear, non-corporate and NHS language.

Complexity and capability – Staff spoke about the increasing complexity of need, including supporting people who are more unwell and those with neurodivergent needs. There was a clear ask for further development, confidence and capability - building to ensure staff feel equipped to provide the right care.

This reinforces that improving how people access information and how we communicate with them is critical across a number of our strategic priorities.

Cross-cutting insight

A consistent message across all engagement was that experience, access and outcomes are closely linked to how well the system works around people.

Five cross-cutting themes emerged:

- Clear, timely and accessible communication and information.
- More personalised, person-led care that reflects our values.
- Better coordination and continuity across services.
- Earlier, community-based support to prevent crisis.
- Supporting staff to feel informed, valued and able to deliver high-quality care.

Strategic refinement informed by engagement

Engagement has not only confirmed the relevance of the trust's five priorities but has directly shaped how they have been framed and refined.

In particular, feedback has led to:

- a clearer emphasis on outcomes and lived experience, moving from feeling safe to being safe
- a strengthened focus on prevention and supporting people with mental illness to live well, not just responding to crisis
- greater emphasis on care closer to home and reducing reliance on inpatient care where appropriate
- recognition that safety must extend beyond inpatient settings, taking a whole-system view, addressing risks and harms in community settings as well
- the embedding of communication and navigation as a core thread across priorities
- a stronger case for developing a supporting clinical plan, particularly responding to increasing complexity and neurodiversity of those we care for

What this means for the strategy

These refinements ensure the strategy is sharper, more outcome focused and better aligned to the realities of how care is experienced and delivered. It also highlights where delivery effort must be concentrated to achieve meaningful impact.

In particular, it reinforces the need to:

- address foundational enablers (systems, operational and administrative processes, digital and data, estate and communication) to unlock productivity and improve staff, patient and partner experience
- continue to embed co-production and values-led culture as core to how the organisation operates
- improve coordination across pathways and partners, supporting more joined up, preventative care
- maintain a clear focus on outcomes and experience, ensuring that improvements are both delivered and felt
- strengthen opportunities to work differently with existing and new partners to truly help our communities and those with mental ill health live well

These insights have directly informed the strategy and will continue to inform the year one delivery plans.

Conclusion

This engagement provides a high level of confidence that the trust's strategy reflects the needs and expectations of staff, patients and partners. It also offers clear, actionable insight into the conditions required for successful delivery. Together, this positions the trust to move from strategy development to disciplined, outcome focused delivery, with a clear line of sight between what people have told us and how we will respond.