

Report to the Council of Governors

15 January 2026

Title	Update on the trust strategy refresh
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Purpose of the report

To provide an update to the council on the progress made in refreshing our organisational strategy following the previous updates to the council on 11th September and 10th November 2025.

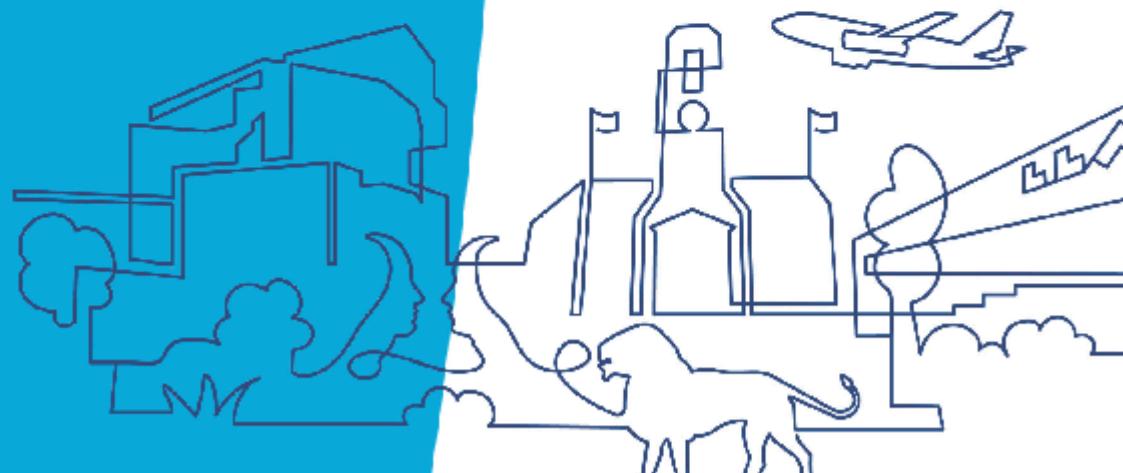
1. Background

- 1.1. The trust is undertaking a structured process to develop its new organisational strategy – The Big Conversation. More than 1,500 people participated in Phase one, followed by over 230 in Phase two. Phase three, involving a representative group of 14 service users and staff, commenced in early November.
- 1.2. This paper (see accompanying slides) updates the council on the draft strategy that has been developed and iterated with support from the representative group.
- 1.3. We are asking governors for feedback on the draft (slides 4 and 5) in advance of the strategy being presented to the trust board for a decision in principle on 29th January 2026. Governors will be asked the following question as part of this discussion: **Thinking about what matters to members and communities, is there anything that feels too quiet or too loud in this draft?**
- 1.4. Governors are asked to note that the second page of the strategy is labelled Version B. This is because we have been experimenting with different ways of displaying the five priorities, including whether some of them can be combined. For ease of discussion, we have only included version B in the paper as this gives the clearest description of the five main strategic priorities that the Big Conversation has produced.
- 1.5. Governors are asked to note that the strategy will be professionally designed following the board's decision. We will also be developing a strategy delivery framework that will accompany our new strategy, which will be presented to the board in March 2026. This framework will describe how we will phase work over time, and how we will measure outcomes and progress, so that we will know if the strategy is having the desired impact.

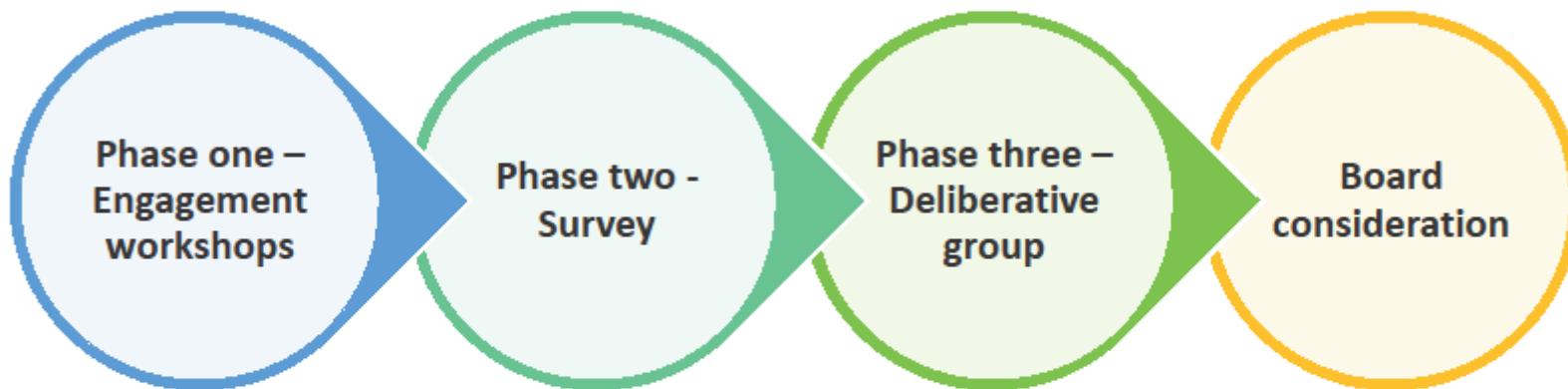
End of report – please see accompanying slides

The Big Conversation and our next strategy: Second draft

15/01/2026



Recap: Big Conversation Process



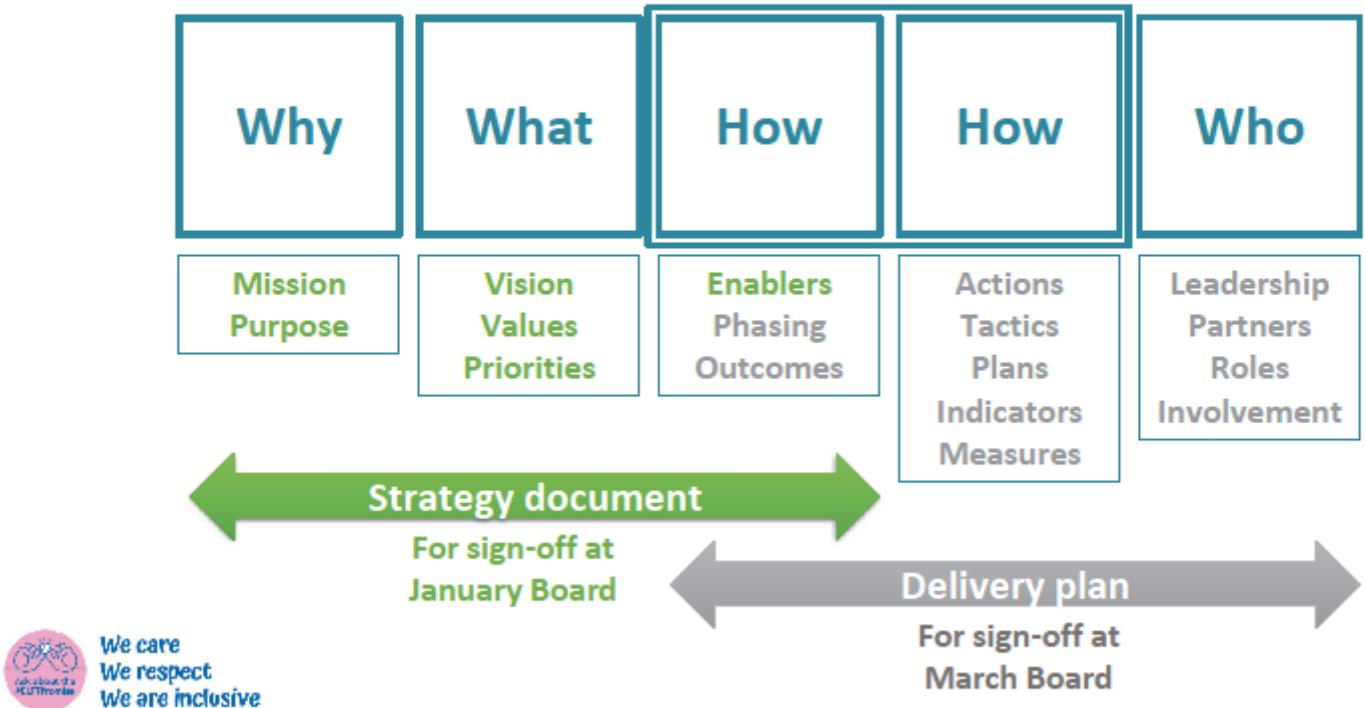
Over 1,530 people engaged in workshops, team meetings and webinars between June and September

233 people completed a survey that dug deeper into key themes e.g. digital, prevention and 'basics' in October

14 people – service users, carers and staff – have been meeting since November to review insights and develop content

The strategy is currently being iterated through board and sub-committee discussions

Underpinning conceptual framework



We care
We respect
We are inclusive

Who we are

Our trust mission

To improve the quality of life for all we serve

Our values

We Care
We Respect
We Are Inclusive

Our core ambitions

In all things we do, we are guided by our 'quadruple' aim to improve:

- Experience of care
- Value
- Population health
- Staff experience

The strengths we're building on

- People participation
- Quality improvement
- Clinical leadership
- Our diversity and approach to inclusion
- Responsible stewardship of our resources
- Our kind and caring staff

Our story

East London NHS Foundation Trust provides community health, mental health and primary care services to a population of around 1.8 million people across Bedfordshire, Luton, and East London.

ELFT was named the first NHS 'Marmot Trust', which means for the last 5 years we've been testing the boundaries of what an NHS Trust can do to tackle some of the drivers of poor health, such as poverty and unemployment.



The context we are working in

Over the next decade, the way we provide mental health and community health care will need to change. Our communities are growing and ageing, and more people are living longer with mental and physical health needs. Health inequities remain too wide in the communities we serve.

Nationally, there is a clear shift towards prevention and supporting people earlier, providing care closer to home, and making better use of digital technology to improve people's outcomes.

Through engagement with staff, service users, carers and partners we heard that people are proud of our kind and caring culture, our commitment to involving people in their care, and our approach to improvement. People also told us that services feel stretched, care doesn't feel joined-up across teams, and that change is needed to make care more consistent and sustainable.

This strategy sets out how we will build on our strengths, focus on what matters most, and work with our communities to improve outcomes, reduce inequalities and deliver high-quality care now and in the future.

Our vision

Together we're building a future where:

- Earlier in their journey, people receive safe, joined-up care, focused on what matters to them
- ELFT is a place where staff choose to build their careers, with the freedom to lead, learn and share what works
- Through partnerships and collaboration with communities, outcomes are fairer for those who need targeted support, and inequities reduce over time

Over the next 5 years we will...

- Make care feel joined-up over time** - so people feel known, are supported through change and transitions, and don't have to retell their story.
- Make ELFT a place where people can do their best work** - by creating an environment where staff feel safe and valued, and are trusted to grow, learn and shape how we deliver care.
- Make care fairer** - by improving access, experience and outcomes when services are not working as well for people, and by standing with communities to tackle racism and discrimination.
- Strengthen prevention and earlier help** - by working with partners and communities to support people earlier, closer to home, and taking a more holistic approach to mental and physical health.
- Build consistency in the things that matter most** - by sharing what works and agreeing ways of working, so people can rely on the same high standards of care everywhere.

Essentials for the journey ahead

A well-planned, supported **workforce**, with the roles, development and trust needed to deliver high-quality care

Responsible **stewardship of our resources**, supporting financial and environmental sustainability over time

Collaboration with service users, carers, communities and the voluntary sector, sharing power to improve outcomes and tackle inequities

Digital tools and information that enable joined-up care, good decisions and fairer access

Clear and **effective systems and processes** that reduce friction and support consistency where it matters

Safe, welcoming and sustainable **places to deliver and receive care**, fit for the future

A culture of **learning and innovation**, using evidence, insight and research to adapt and improve over time

Measuring progress

How we will know if we're making a difference

The strategy will be accompanied by an outcomes framework that will help us to measure impact and understand if we are making progress towards achieving our vision.

The most important strategic outcomes that we are aiming to achieve are:

- Improved experience of care
- Improved staff experience
- Improved value
- Improved population health

How we will deliver the strategy

For us to achieve this vision, we will plan work over time, be clear about what needs to happen first, and use the essentials for the journey ahead to guide delivery

We will also continue to involve people so that we can understand what is and isn't working and adapt when we need to.

Strategy Development Timeline



East London
NHS Foundation Trust

The high-level timeline for finalising the strategy is shown below:



We care
We respect
We are inclusive

elft.nhs.uk

Questions for us?

Questions for you:

- Thinking about what matters to members and communities, is there anything that feels too quiet or too loud in this draft?



elft.nhs.uk