

BOARD OF DIRECTORS MEETING

Date: 14th November 2018

Item Ref:

05

TITLE OF PAPER	Developing the Operational Plan for 2019-20
TO BE PRESENTED BY	Clive Clarke, Deputy Chief Executive, Director of Operations
ACTION REQUIRED	For the Board to note and review the arrangements in place to co-ordinate the production of the Operational Plan for 2019-20.

OUTCOME	For the Board to be assured that appropriate arrangements are in place to develop future plans
TIMETABLE FOR DECISION	November Board meeting
LINKS TO OTHER KEY REPORTS / DECISIONS	None current
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	The delivery of the Trust's Operational plan will cover all of the Trust's Strategic Aims and revise the BAF and Trust Risk Registers
LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	None directly.
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	There are no resource implications arising from this briefing.
CONSIDERATION OF LEGAL ISSUES	The Trust is required to produce forward plans in line with national planning guidance as part of its regulated duties

Author of Report	Jason Rowlands,
Designation	Director of Strategy and Planning
Date of Report	7 th November 2018

SUMMARY REPORT

Subject: Developing the Operational Plan for 2019-20

Presented by: Clive Clarke, Deputy Chief Executive, Director of Operations

Author: Jason Rowlands, Director of Strategy and Planning

1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
		X	X		
<p>To outline to the Board of Directors the arrangements in place to develop and agree the Trust's Operational Plan for 2019-20 that will define the Trust's plans to deliver its strategy, key priorities and our ambition to deliver excellent services.</p>					

2. Summary

Background and context

Each year through the Trust's business planning process the Board reviews and updates its Operational Plan. Work currently underway is focussed on ensuring

- Our plans will deliver on the trusts strategy and ambition for delivering excellence in respect of quality and safety, outcomes and value
- That our plans remain relevant to the priorities of the local Sheffield city plan and national policy and priorities
- That the plans developed have the required resources in place to ensure delivery and effective governance

Developing Planning Guidance

2018 NHS Improvement and NHS England issued a joint letter outlining the intended approach to Planning (Letter attached). Key headlines are

- 1) Revised strategic plans to be developed on a system basis by summer 2019
 - During the first half of 2019-20 all STPs/ ICSs to develop strategic plan for improving quality, achieving sustainable balance and delivering the Long Term Plan.
 - An annual real-term growth rate over five years of 3.4% is assumed
 - Spending Review outcomes will shape the basis of subsequent guidance and planning work and is expected to follow for 2019

- 2) One year Operational Plans are to be developed by 4th April 2019
 - Organisations will submit one-year operational plans for 2019/20
 - The organisational level plans will be aggregated by STPs & with a ACP operational plan narrative
 - These plans will create the year 1 baseline for the system strategic plans
 - Further guidance to be issued late November/ early December and this will provide key information that will impact on a range of planning assumptions within the current baseline plans.

- 3) Key dates within the national timetable (more detailed overview in attached letter)
 - 14th January 2019 : Initial plan submitted in respect of activity and efficiency assumptions
 - 12th February 2019 : Draft plan submission
 - 21st March 2019 : Contracts signed
 - 4th April 2019 : Final plan submitted

Trust arrangements

Initial stages of the business planning process started at the end of September with the commencement of reviews of future requirements within the clinical services leadership. As the planning process progresses engagement and development will be co-ordinated through the following key ways

- Trust leadership across clinical operations and corporate services through the Transformation Operational Group and the Trust Management Group
- Commissioners and the broader ACP leadership in respect of city wide priorities and the city wide mental health and learning disabilities programme priorities and supporting investment and activity plans
- Executive Directors Group through scheduled progress reviews and development time
- Council of Governors, engaging early with Governors in November and then prior to finalisation of plans
- Board of Directors through scheduled progress reviews and development time (9th January 2019)

Final scheduling arrangements in respect of early submissions required during January and February and Board approval will need to be reviewed and confirmed. A first Draft of the Trust's Operational Plan will be scheduled for reporting and review by the Board of Directors on the 13th February 2019, and the final plan by the 13th March 2019 Board meeting.

Focus of the Operational Plan

The business planning process will provide the mechanism for the Board to review and agree plans, the revised priorities and confirm investments to support delivery of the revised priorities.

The key aim will be to ensure we have the right plans and programmes embedded within the Trust to

- deliver on our ambitions for delivering excellence in respect of quality and safety, outcomes and value.
- and ensure clarity on the priorities for new developments and transformation programmes

The Operational Plan will provide for an integrated plan in respect of the following key areas:

- Operational services, including quality
- Financial Plan
- Workforce Plan
- Key requirements in respect of the Trust's Digital Transformation Strategy and Estates Strategy

The Trust key priorities will be revised and updated

Delivery plans will have been finalised and be clear in respect of work programmes, milestones, defined benefits, outcomes and Key Performance Indicators supported by a PMO portfolio management approach in respect of governance and progress reviews.

Board direction of on-going plans

A programme of Board Development time has been outlined and reviewed with the Chair and will be reviewed with the Non-Executive Directors in November. Following this, arrangements will be finalised for a programme of Board development time through January 2019-March 2020 which will provide planned time for on-going review and engagement with Board on strategic and key operational agendas. The beginning of this intended programme will be focussed on Board review on the developing Operational Plan.

3. Next Steps

For the business planning process to continue in line with the above framework. Key activities during November are

- Operational service level review of requirements and priorities
- Engagement with Governors
- Engagement with Commissioners

Developing our approaches to prioritisation to inform EDG and Board development work

4. Actions

For the Board to note and review the arrangements in place to co-ordinate the production of the Operational Plan for 2019-20.

5. Monitoring Arrangements

Through the development of the Operational Plan

6. Contact Details

Jason Rowlands, Director of Strategy & Planning.