



Board of Directors (held in Public)
Business Plan 2023/24
27 April 2023

Item 2.1

Presented for:	Information
Accountable Director:	Rod Barnes, Chief Executive Officer
Presented by:	Rod Barnes, Chief Executive Officer
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Previous Committees:	Board Development, 28 February 2023; TEG 15 March 2023; Board in Private 23 March 2023
Legal / Regulatory:	Yes

Key Priorities/Goals	All
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Strategic Ambition	(✓)	BAF Strategic Risk
1. Patients and communities experience fully joined-up care responsive to their needs	✓	All
2. Our people feel empowered, valued and engaged to perform at their best	✓	All
3. We achieve excellence in everything we do	✓	All
4. We use resources wisely to invest in and sustain services	✓	All

Key points	
1. To provide an update on the Trust's Business Plan 2023/24.	For information

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Business Plan 2023/24

Report of the Chief Executive

1. Summary

The purpose of the report is to provide an update on the development of the Trust's Business Plan 2023/24, including the submissions provided to NHS England.

2. Background

Planning guidance for business planning was released to NHS organisations by NHS England on 23 December 2022, highlighting three core tasks:

- Recover our core services and productivity.
- Make progress in delivering the key ambitions in the Long-Term Plan (LTP).
- Continue transforming the NHS for the future.

The guidance set out 31 national objectives listed within the plan.

Further guidance was issued in January 2023, in NHS England's Delivery plan for recovering urgent and emergency care services, calling for a focus on five areas:

- **Increasing capacity** – investing in more hospital beds and ambulances, but also making better use of existing capacity by improving flow.
- **Growing the workforce** – increasing the size of the workforce, and supporting staff to work flexibly for patients.
- **Improving discharge** – working jointly with all system partners to strengthen discharge processes, ensuring healthcare works more effectively for the public, so people can more easily access the care they need, when they need it, with re-investment in step-up, step-down and social care.
- **Expanding and better joining up health and care outside hospital.**
- **Making it easier to access the right care** – ensuring healthcare works more effectively for the public, so people can more easily access the care they need, when they need it.

The guidance also includes a specific ambulance / Integrated Care Board (ICB) target set to:

- Improve category 2 ambulance response times to an average of 30 minutes across 2023/24, with further improvement towards pre-pandemic levels in 2024/25.

Both sets of guidance expect system plans to be triangulated across activity, workforce and finance.

3. Proposal

Business Planning assumptions were submitted to NHS England and ICBs on 24 March 2023, to describe strategic priorities and workforce, demand and performance projections for the Trust.

The planning process required the following submissions:

Ambulance planning template was submitted nationally on 17 March 2023, describing the plans to deliver the category 2 response time target, including recruitment plans to support category 2 segmentation and the integrated plan to deliver the 30 minute category 2 mean target, including recruitment trajectories and performance improvement internally, and Urgent Community Response (UCR) delivery and handover improvements externally.

Workforce plans were submitted through the Health Education England (HEE) portal on 24 March and updated in line with updated financial information for 6 April 2023, describing workforce plans for 2023/24.

Business planning submissions were aligned with financial plans and updated to reflect confirmed financial plans.

The Trust has developed an operational business plan which has provided the detail required for the submissions and will support internal planning and prioritisation. The plan has been developed to set clear deliverable actions to deliver the strategic aims, and work is underway with service areas to implement 'local' plans – service specific priorities which link back to the planning priorities. Progress against targets will be monitored quarterly by the Planning and Development Team, with monitoring and assurance provided against the plan.

A strategic summary of the business plan is being developed to provide a strategic summary of the plan to be shared internally and externally, Appendix A (current draft).

4. Financial implications

The receipt of £13.4m ambulance capacity funding has been confirmed following the submission of the plans to achieve the Category 2 mean target of 30 minutes, which includes input from system partners in relation to the delivery of UCR and reduction of handover times. Discussions are ongoing with place and system partners to develop more detailed planning trajectories.

5. Risks

The Trust currently faces a number of risks in relation to its operational plan for 2023/24. These include;

- The current level of system financial deficits requiring bridging to deliver a balanced system financial plan;
- The target for category 2 mean cannot currently be delivered without significant improvements in hospital handover times and utilisation of alternative pathways; and
- The current financial overspend and demand profile in Patient Transport Services (PTS). Conversations are ongoing with commissioners and system partners regarding collective actions to address this.

6. Communication and Involvement

YAS attended two checkpoint meetings, on 14 February and 15 March, with NHSE regional colleagues and representatives from the three Integrated Care Boards to present progress against the submissions.

Integrated Commission Forum (ICF) meetings and System Transformation and Development group meetings brought together ICB representatives to provide an integrated approach to the planning, to ensure ICB priorities were included in the YAS plans, and plans from place included YAS assumptions.

Meetings were held with individual ICBs and the place representatives to share plans and agree joint priorities. Reducing handover delays and provision of Urgent Community Response (UCR) emerged as the priorities across the places. In discussions with the ICB, the Trust CEO has agreed an approach that does not anticipate ICB trajectories within this submission. The Trust is still awaiting ICB trajectories to support the operational plan, which are being co-ordinated through the ICF.

For internal assurance, plans were shared at TEG meetings, TEG strategy sessions, TMG updates, a Board Development Session (28 February) and an update to Finance and Investment Committee (9 March) and to Board in Private (23 March).

7. Equality Analysis

Not applicable

8. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000

9. Next Steps

Discussions will continue with ICB's on trajectories for hospital handover, levels of service to be delivered and achieving a balanced budget.

Work will continue to finalise both the operational business plan and the strategic summary, to be presented to Board in May. Given the risks identified in this report and ongoing discussions, the Trust expects further developments discussions on the financial plan which may impact the priorities agreed within the business plan.

10. Recommendation

The Trust Board is asked to:

- Note the submission of the 23/24 planning assumptions and workforce plans
- Note and comment on the current progress on the development of the Trust's Operational Business Plan 2023/24, noting the risks identified and next steps identified.

11. Supporting Information

The following papers make up this report:

Appendix A Strategic Business Plan (draft)