



Trust Board Business Plan 2023/24 – Business Planning Cycle 26 October 2023

Item 2.1.1

Presented for:	Discussion
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Previous Committees:	TEG 13 September 2023; 20 September
Legal / Regulatory:	No

Key Priorities/Goals	All Strategic Priorities
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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	
This report provides an update on the proposed Business Planning cycle for 24/25 annual planning round.	For information and discussion

Trust Board

2023/24 Business Plan – Operational Objectives

26 October 2023

1. Summary

1.1 This paper presents the proposed business planning process and cycle for 2024/25.

2. Background

2.1 The Trust undertakes an annual business planning process, required to be submitted to NHSE as part of the Trust assurance processes, and in line with good practice and audit requirements / recommendations.

2.2 Changes have been made to the business planning process for 24/25 in order to:

- Develop a cycle of business planning activity throughout the year.
- Provide clarity on strategic planning priorities Trust-wide.
- Improve alignment to the Trust Strategy.
- Identify and agree priorities in advance of the publication of national guidance, enabling board approval of a business plan prior to the start of the financial year.
- Support bottom-up innovation and engagement.
- Increase visibility and accountability for all Trust activity.
- Reduce in-year unplanned activity and support a more robust-forward plan.
- Support financial planning by providing costed priorities ahead of financial planning process.

3. Proposal

2024/25 Business Planning Process and Cycle:

3.1 The following changes have been made to the Business Planning process and cycle for 24/24:

1. Business Planning round to launch formally from 1 September each year, with an application process to gather 'ideas' for inclusion in the annual business plan.
2. All proposals should be approved by the relevant Executive Lead prior to submission.
3. Following an initial review and assessment by the business planning team and the executive lead, a TEG development day is proposed to review, and score submitted proposals, and make recommendations to Board (this is planned for Late-Nov). A scoring tool is being developed to support this process.
4. The Trust Board will consider the recommendations in the December Trust Board meeting, so a draft plan is available for end-December.
5. Plans will be updated to reflect the planning guidance when published and shared with ICB colleagues to agree area planning priorities and align plans.
6. All activity proposed for delivery in-year should be included in the annual plan, proposals will be considered outside of the planning process by urgent exception only.

- 3.2 As part of the identification of activities to be included in the business plan for next year, consideration will be given to projects already in the GATE process, any projects with multi-year deliverables, programmes to be included in the transformation (TEG+) dashboard and any activity previously identified, but not prioritised for the current year.
- 3.3 It is proposed that the process for gathering business planning assumptions runs alongside the planning process (i.e., starting from September), to include demand projections and capacity and workforce planning. A group to develop this has been established with Planning & Development, Head of Service Delivery & Quality – Operational Planning, and Workforce Planning & Information Lead representatives, and support from ORH to provide validation for the planning assumptions.
- 3.4 A rolling timeline for implementation of the business planning cycle has been developed to ensure delivery of the 2024/25 plan:

Oct - Dec:
<ul style="list-style-type: none"> • Application Launch – 1st September. • Support to service areas rolled out across teams – September and October • Quarter 2 update report (TEG, Board sub-committees, Trust Board) - October • Quarter 2 performance reviews / performance clinics - October • Application close – 17th November. • Application sort and review (P&D) – w/c 20th November 2023. • Share proposals with Finance – 22nd November 2023. • TEG review applications – w/c 27th November 2023. • First draft of planning priorities 24/25 – 8th December 2023. • Present to TEG – 13th December 2023. • Present to Trust Board – 14th December 2023 (Board Development Session to review proposals).
Jan - Mar:
<ul style="list-style-type: none"> • Quarter 3 update report (TEG, Board sub-committees, Trust Board) - January • Quarter 3 performance reviews / performance clinics – January • Reflect national planning guidance in the planning process. • Alignment of YAS priorities to ICB strategic priorities. • Business Plan draft to TEG – Early February. • Checkpoint meeting with NHSE (1) – Mid-February. • Business Plan final to TEG – February. • Business Plan final to Board – end-February. • Checkpoint meeting with NHSE (2) – Early-March. • Submission of plan to NHSE – Mid-March.
Apr - Jun:
<ul style="list-style-type: none"> • Launch Annual Planning (rollout to staff, develop local business plans) – April. • Evaluation, summary and report on previous 12-month business plan (TEG, Board sub-committees, Trust Board) – April / May. • Quarter 3 performance reviews / performance clinics – April.

- AGM to sign-off and close Annual Plan from the previous year – May.
- PDRs / Annual Appraisals for Senior Leaders completed – April, May, June

Jul - Sep:

- Quarter 1 update report (TEG, Board sub-committees, Trust Board) - July
- Quarter 1 performance reviews / performance clinics – July
- PDRs / Annual Appraisals for all staff completed – July, August, September
- AGM to receive Annual Report and Accounts as the official close-down of the previous year – before the end of September.

3.5 The performance against the annual plan will be reviewed and reported through the established process on a quarterly basis, improvements to this process will include a business planning dashboard developed by BI and Planning & Development, to provide clear accessible reporting against measurable milestones for all activity.

3.6 Alongside the quarterly business planning reporting, the Trust will develop an Accountability Framework, including a Performance Management Framework to support this process, including a proposal for 'performance clinic' meetings to present and review performance information across service areas. Details of this process will be developed and shared subsequently. PDR's / Annual Appraisals will be aligned to the Accountability Framework and reflect the outcomes of the annual planning process.

4. Financial implications

4.1 The annual business planning process will be aligned to financial planning processes to allow timely alignment of strategic and financial plans.

4.2 Any financial implications within specific programmes of work are included in the application process, to support the financial planning process, including revenue implications and capital planning.

5. Risks

5.1 There are no key risks identified at this stage.

6. Communication and Involvement

6.1 The annual business planning process is monitored by Board and sub-committees, and discussed with TEG and senior responsible officers, to ensure completion of the applications and monitoring process. Planning & Development will support teams to develop plans for submission.

7. Equality Analysis

7.1 Equality analysis is part of each operational objective and the overall Trust Business Plan.

8. Publication Under Freedom of Information Act

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

9. Next Steps

9.1 For Executive leads to continue to support the process across their service areas following the formal roll-out, and review and approve proposals prior to submission for consideration, and to seek support from Planning & Development Team where required to support this process. Trust Board to review draft priorities in December.

10. Recommendation

10.1 It is recommended that the Trust Board consider and note the proposed business planning annual cycle.

11. Supporting Information

11.1 There is no supporting information with this paper.