

Trust Board	Date:	25 January 2017
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Agenda item	Title	Executive Director lead and presenter	Report author
BD/16/229	Annual Operating Plan Update	Simon Truelove/Jane Rowland	Neil Manson, Jane Rowland

This report is for:

Decision	
Discussion	X
To Note	X

History

The Trust is required to submit an Annual Operating Plan to NHS England each year, which sets out its objectives to ensure sustainable delivery of all core and local standards.

To ensure that the Trust has a robust plan that is achievable and realistic, a regular briefing is provided to Finance and Planning Committee that sets out actions that are underway and deadlines by which they will need to be achieved.

This paper is going to the Finance and Planning Committee of 20 January prior to board on 25 January.

The following impacts have been identified and assessed within this report

Equality	
Quality	
Privacy	

Executive summary of key issues

The paper provides an overview of the next stage of development for the Trust Annual Operating Plan. Key areas it covers are:

- Scope of the Annual Operating Plan
- Timetable for delivery, including submission to Finance and Planning Committee and Trust Board
- Alignment of plans across the organisation

This report addresses these strategic priorities:

We will deliver the best care	X
We will support and develop our staff	X
We will continually improve what we do	X
We will use our resources wisely	X
We will be future focussed	X

Trust Annual Operating Plan Update report – January 2017

1. Introduction

This paper is presenting to Trust Board to **discuss and note**. It provides an update on progress towards delivery of an AWP Annual Operating Plan for 2017/18 and sets out the next set of deadlines that will ensure it is prepared and approved by the Trust Board by the end of March 2017. This update follows previously submitted updates to Finance and Planning Committee in September, October, November and December 2016.

2. Background

Following submission of the Trust Annual Operating Plan to NHS England on 23rd December 2016, Planning and Development leads from across the Trust are now working with LDU colleagues to develop a more comprehensive internal Annual Operating Plan (AOP) that will clearly set out the Trust priorities for delivery in 2017. This will cover service developments, improvements in quality and performance, efficiencies and financial recovery.

It is recognised that in previous years plans have not reflected LDU or corporate ambitions, and as a result, its delivery has not been effectively monitored. In addition, variations to the plan have been developed as the year has progressed and delivery has been delayed, resulting in an incoherent view of delivery and difficulty in meeting the financial requirements for that year.

To address this, the Trust-wide AOP is being developed from the bottom up, with full involvement of all LDUs and corporate directorates. The AOP is required to be considerably more detailed in terms of activities, costs, savings and other deliverables than the preceding AWP Operating Plan, submitted to NHS Improvement on 23rd December 2016. Through the Annual Operating Plan Group, leads from Finance, the Clinical Executive, the PMO, Workforce and Planning and Development, the emerging LDU plans are being triangulated and reviewed, to ensure that there is one clear organisational plan that can be agreed and that will deliver sustainable services for the year ahead.

3. Scope and timetable

The scope of the AOP includes the priorities of both LDUs and corporate directorates. The AOP will specify the metrics by which delivery of their respective priorities will be measured and will also establish milestones against which the rate of progress will be determined. The AOP will also describe the overarching programme structure within which both individual LDU projects and STP or Trust wide initiatives will be supported and taken forward. All of this will be monitored through the revised assurance process, which is currently being developed and finalised.

The development of the Trust Annual Operating Plan for 2017/18 builds on closely related activities (**see appendix 1**) that are either ongoing, or have already been completed, across a number of existing workstreams, specifically:

- Development of draft LDU Business Plans for 2017/18
- Development of draft Financial Recovery Plan
- Budget setting for 2017/18
- CIP planning for 2017/18

- Development of LDU and corporate directorate Quality, Innovation and Prevention Plans (QIPPs)
- Development and Submission of high level Trust Operating Plan for 2017/2018 to NHS Improvement by 23rd December 2016.

Timetable

The timetable for completion of the AOP for 2017/18 is set out in the table below:

Week Starting	Activity	Status
02/01/17	<ul style="list-style-type: none"> • Agreement of QIPP documentation & process 	Complete
09/01/17	<ul style="list-style-type: none"> • Guidance & documentation issued to LDUs & Directorates – re: detail and costing around all (CIP / QIPP) plans 	Complete
16/01/17	<ul style="list-style-type: none"> • AOP Update Paper for Finance & Planning Committee (20/01/17) • “Budget Surgeries” being run by Finance to assist LDUs and Directorates in developing understanding and expertise across range of budget holders and managers. 	
23/01/17	<ul style="list-style-type: none"> • AOP Update Paper for Trust Board (25/01/17) 	
30/01/17 – 13/02/16	<ul style="list-style-type: none"> • 2 Week Review Period. All LDU and Directorate plans to be reviewed by Clinical Executive, Finance, Business Planning, Operations and PMO 	
13/02/17	<ul style="list-style-type: none"> • Detailed feedback and guidance provided to LDUs and Directorates to support drafting of final iteration of plans • LDUs and Directorates work to provide updated plans by 03/03/17 • Clinical Executive, Finance, Business Planning, Operations and PMO to collaborate on aggregation of LDU and Directorate plans to produce draft integrated Trust-wide plan, with proposed programme structure and draft metrics and milestones. • Present AOP Update Paper to Finance & Planning Committee (17/02/17). 	
27/02/17	<ul style="list-style-type: none"> • Present AOP Update Paper to Trust Board (01/03/17) 	
06/03/16	<ul style="list-style-type: none"> • Final Iterations of LDU and Directorate plans have been returned. • Clinical Executive, Finance, Business Planning, Operations and PMO use these plans to finalise the outline Trust-wide AOP. 	
13/03/17	Present outline AOP to Finance & Planning Committee (17/03/17)	
20/03/17	Finalised AOP to be circulated to Trust Board, in advance of Board Meeting on 29/03/17.	
27/03/17	Finalised AOP to be presented at Trust Board. (29/03/17)	

The timetable is challenging, but achievable, given the organisational focus that the Trust has applied to the development of the Annual Operating Plan.

4. Recommendation

The Trust Board is asked to **discuss and note** the outlined activities to deliver the Annual Operating Plan for 2017/18.