

Business Planning 2015/16

Trust Board Meeting	Item: 8.1
24 th September 2014	Enclosure: F
Purpose of the Report: To set out the approach and timetable for business planning for 2015/16	
FOR: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	None
Link to Relevant Corporate Objective:	N/A
Impact on Patients and Carers:	N/A
Document Previously Considered By:	Executive Directors meeting 8 th September 2014
Recommendation & Action required by the Trust Board : The Board is asked to note the approach and timetable for business planning for 2015/16.	

Kingston Hospital NHS Foundation Trust

Business Planning 2015/16

Introduction

1. This paper sets out the approach and timetable for business planning for 2015/16 which the Board is asked to note.

Approach and Timetable

2. The context for business planning 2015/16 has been set by the Trust's Strategic Plan 2014/15 – 2018/19 and supporting Long Term Financial Model, approved by the Board in June 2014. This context will be developed further through the development of high level 5-year service line strategies to support accreditation over the rest of 2014/15 and through a horizon scanning session with the Board in early November 2014. These activities will help to shape further service line priorities, identify strategic risks and inform the corporate objectives for 2015/16. The first draft of the corporate objectives for 2015/16 will be presented to the Board for approval in November 2014.
 3. More detailed planning information for 2015/16 is expected during December 2014, including London Planning Guidance, the National Operating Framework and the revised tariff. This information, alongside the outcome of the Service Level Agreement (SLA) negotiations in March 2014, will be used to refine the Trust's assumptions and plans.
 4. The Trust is required to submit its Annual Plan for 2015/16 – 2017/18 to Monitor in June 2015. Since the Annual Plan will need to be operational from April 2015 it is planned to bring it to the Board in draft for approval in March 2015. Minor updates will be made as required prior to final Board sign off in May 2015, ahead of submission to Monitor. Quarterly in year submissions will then be made to Monitor including performance against plan and indicators of forward financial risk.
 5. The Trust will engage with the Council of Governors in developing the Annual Plan. It is planned to share the draft corporate objectives with the Council of Governor's Strategy Group, and through them the main Council of Governor's meeting, in January 2015. In March 2015 the Trust will then share the draft Annual Plan with these groups to get their views which will be fed back to the Board later that month. Where accepted their comments will be reflected in the final version of the Annual Plan coming to the Board for approval in May 2015.
 6. Divisions and corporate directorates started to develop their plans during September 2014. Supporting guidance was issued during August 2014, including the requirement to work up plans to deliver a 6% Cost Improvement Programme (CIP). Divisional Directors and members of the executive team will meet with each Service Line up to three times to go
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through plans prior to sign off of budgets and CIPs in December 2014. A peer review and challenge session for service lines is planned for November 2014. This will be an interactive planning workshop, which will be run as a 'marketplace' type event, with each service line and department preparing a display which will include information about their budget, proposed CIPs and plans for next year.

7. Completion of budget setting in December 2014 is three months earlier than for 2014/15 and will allow time for the refinement and sign off of supporting operational plans, including capacity and workforce plans during January and February 2015 so that required changes can be in place by the beginning of 2015/16. It may be necessary to make adjustments to budgets and plans between January and March 2014 in the event that material changes need to be made to the Trust's planning assumptions as a consequence of SLA negotiations. Corporate and Service Line plans will inform the Trust's Annual Plan.
8. Business Planning activities at the Trust are co-ordinated through the Annual Planning Steering Group which is chaired by the Director of Strategic Development and reports to the Executive Management Committee. The group has developed a comprehensive project plan which integrates all aspects of annual business planning including horizon scanning, development of corporate objectives, budget setting, agreeing the SLA, workforce planning, job planning, the development of productivity plans, reviewing plans for their quality impact, and capital planning. Further details of the business planning 2015/16 timetable are shown at table 1 below and at Appendix 1.

Table 1: Timetable for Annual Planning 2015/16

Timescale and Activity	Lead
August 2014	
Budget setting framework and parameters agreed	Director of Finance
Budget setting guidance issued to Service Lines and corporate departments	Director of Finance
September 2014	
Round 1 budget challenge sessions held	Director of Finance
Notice issued to commissioners re proposed contract changes	Director of Finance
Consultant job planning guidance 2014/15 issued	Director of Workforce
October 2014	
Round 2 budget challenge sessions held	Director of Finance
Appraisal documentation refreshed	Director of Workforce
November 2014	
Peer review and challenge session for service lines through 'market place' event	Director of Finance
Round 3 budget challenge sessions held	Director of Finance
Horizon scanning session with Board	Director of Strategic Devt
Draft corporate objectives reviewed at Trust Board	Chief Executive
Draft capital programme produced	Director of Finance
Consultant job planning process initiated	Director of Workforce
December 2014	
Planning assumptions revised if required upon receipt of London Planning Guidance, tariff revisions, Operating	Director of Finance

Timescale and Activity	Lead
Framework and Commissioner Strategy Plans Budgets signed by budget holders Productivity plans finalised (including quality and equality impact assessments) and 1 pagers complete Workforce plan finalised SLA negotiations with commissioners initiated	Director of Finance Productivity Director Director of Workforce Director of Finance
January 2015	
Draft corporate objectives shared with COG Final corporate objectives signed off at Trust Board Round 2 budget challenge sessions held	Director of Strategic Devt Chief Executive Director of Finance
February 2015	
Sign off operational plans including activity/capacity, workforce plans and service line objectives Consultant job planning completed (subject to appeals) Appraisal process launched Final capital plan developed	Chief Executive Director of Workforce Director of Workforce Director of Finance
March 2015	
Final adjustments made to budgets and operational plans if required in light of SLA position Draft budgets signed off by Board SLAs signed with commissioners Final capital plan signed off by Board Job planning completed Council of Governors views sought on draft Annual Plan Draft Annual plan signed off by Board	Director of Finance Director of Finance Director of Finance Director of Finance Director of Workforce Director of Strategic Devt Director of Strategic Devt
May 2015	
Final Annual plan and accompanying submissions signed off by Board and submitted to Monitor Objectives agreed for all staff groups	Director of Strategic Devt Executive Directors
July 2015	
Q1 submissions to Monitor	Company Secretary
October 2015	
Q2 submissions to Monitor	Company Secretary
January 2015	
Q3 submissions to Monitor	Company Secretary
April 2015	
Q4 submissions to Monitor	Company Secretary

9. This timetable is subject to amendment in line with any changes to national and local guidance.

Recommendation

10. The Board is asked to note the approach and timetable for business planning for 2015/16.

Enclosure F

Appendix 1

Business Planning 2015/16 – Programme Overview for 2014/15

