

BOARD OF DIRECTORS MEETING

Agenda Item	P1/216/17	Date: 1st November 2017						
Subject /title	FINANCE AND BUSINESS PLANNING PROCESS 2018/19-2020/21							
Author	Hannah Gray, Head of Performance and Yvonne Bottomley, Deputy Chief Executive / Finance Director							
Responsible Director	Yvonne Bottomley, Deputy Chief Executive / Finance Director							
Executive summary and key issues for discussion								
<p>This report outlines the proposed approach the Trust intends to adopt regarding the business planning process for 2018/19 – 2020/21.</p> <p>NHSI has advised that there will be no formal external Business Planning Round for 2018/19 and the current 2 year plans will stand. This window will therefore be used by the Trust to revisit and update its Workforce plans and Activity and Capacity model to ensure alignment with the new Clinical Model.</p> <p>A joint 3 year Operational and Financial Plan report from the Director of Operations and the Finance Director will be submitted to and considered by this committee in January 2018, ready for final consideration and approval by the Trust Board in February 2018.</p>								
Strategic context and background papers (if relevant)								
TCC Business case and 2017/18 and 2018/19 Operational Plan and Financial Plan								
Recommendations								
The Trust Board is asked to note this report								
Risk and assurance								
N/A								
Link to CQC Regulations								
Resource Implications								
N/A								
Key communication points (internal and external)								
Freedom of Information Status								
FOI exemptions must be applied to specific information within documents, rather than documents as a whole. Only if the redaction renders the rest of the document non-sensical should the document itself be redacted.	Please tick the appropriate box below: <table style="margin-left: 20px;"> <tr> <td style="border: 1px solid black; width: 40px; height: 20px;"></td> <td>A. This document is for full publication</td> </tr> <tr> <td style="border: 1px solid black; width: 40px; height: 20px; text-align: center;">√</td> <td>B. This document includes FOI exempt information</td> </tr> <tr> <td style="border: 1px solid black; width: 40px; height: 20px;"></td> <td>C. This whole document is exempt under FOI</td> </tr> </table>			A. This document is for full publication	√	B. This document includes FOI exempt information		C. This whole document is exempt under FOI
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Application Exemptions: <ul style="list-style-type: none"> • Prejudice to effective 	IMPORTANT:							

<p>conduct of public affairs</p> <ul style="list-style-type: none"> • Personal Information • Info provided in confidence • Commercial interests • Info intended for future publication 	<p>If you have chosen B above, highlight the information that is to be redacted within the document, for subsequent removal.</p> <p>Confirm to the Trust Secretary, which applicable exemption(s) apply to the whole document or highlighted sections.</p>																														
Equality & Diversity impact assessment																															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">Are there concerns that the policy/service could have an adverse impact because of:</th> <th style="width: 10%; text-align: center;">Yes</th> <th style="width: 10%; text-align: center;">No</th> </tr> </thead> <tbody> <tr><td>Age</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Disability</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Sex (gender)</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Race</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Sexual Orientation</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Gender reassignment</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Religion / Belief</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Pregnancy and maternity</td><td></td><td style="text-align: center;">√</td></tr> <tr><td>Civil Partnership & Marriage</td><td></td><td style="text-align: center;">√</td></tr> </tbody> </table> <p>If YES to one or more of the above please add further detail and identify if full impact assessment is required.</p>		Are there concerns that the policy/service could have an adverse impact because of:	Yes	No	Age		√	Disability		√	Sex (gender)		√	Race		√	Sexual Orientation		√	Gender reassignment		√	Religion / Belief		√	Pregnancy and maternity		√	Civil Partnership & Marriage		√
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Next steps																															
N/A																															
Appendices																															

Corporate Objectives supported by this report

Improving Quality	√	Maintaining financial sustainability	√
Transforming how cancer care is provided across the Network		Continuous improvement and innovation	√
Research		Generating Intelligence	

Link to the NHS Constitution

Patients	Staff
Access to health care	<i>Working environment</i> Flexible opportunities, healthy and safe working conditions, staff support
Quality of care and environment	<i>Being heard:</i> <ul style="list-style-type: none"> • Involved and represented • Able to raise grievances • Able to make suggestions • Able to raise concerns and complaints
Nationally approved treatments, drugs and programmes	
Respect, consent and confidentiality	
Informed choice	Fair pay and contracts, clear roles and responsibilities
Involvement in your healthcare and in	Personal and professional

the NHS		development	
Complaint and redress		Treated fairly and equally	

THE CLATTERBRIDGE CANCER CENTRE

TITLE: FINANCE AND BUSINESS PLANNING PROCESS 2018/19-2020/21

AUTHOR: YVONNE BOTTOMLEY, DEPUTY CHIEF EXECUTIVE/
FINANCE DIRECTOR

RESPONSIBLE DIRECTOR: YVONNE BOTTOMLEY, DEPUTY CHIEF EXECUTIVE/
FINANCE DIRECTOR

FOR: DISCUSSION / DECISION

1. INTRODUCTION

NHSI has advised that there will be no formal external Business Planning Round for 2018/19 and the current 2 year plans will stand. Trusts will have the opportunity to amend or refresh if they wish in quarter 4 of 2017/18.

This report outlines the proposed approach the Trust intends to adopt regarding the business planning process; using this window to revisit and update its Workforce plans and Activity and Capacity model to ensure alignment with the new Clinical Model.

2. PROPOSED BUSINESS PLANNING PROCESS

The 10 year Financial Plan within the Transforming Cancer Care (TCC) business case was based upon an emerging Clinical Model. Following the production of the business case, the Clinical Model has now been developed and the Trust intends to use this planning cycle to revisit and update its Workforce plans and Activity and Capacity model to ensure alignment with the new Clinical Model, ensuring it is financially and clinically sustainable.

Attached for information is the Business planning timetable to underpin this review and update the Trust plans. Following managerial review and also by the Finance sub Committee, a joint 3 year Operational and Financial Plan report from the Director of Operations and the Finance Director will be submitted for consideration by this committee in January and for final consideration and approval by the Trust Board in February 2018.

3. EMERGING FINANCIAL IMPLICATIONS

Non pay inflation

The Health secretary has announced that the 1% cap on pay rises for NHS staff is to be removed. It is unclear at this point if additional pay awards will be fully funded with suggestions that pay increases may be tied to a deal on productivity.

4. RECOMMENDATION

The Trust Board is asked to note this report.

Business Planning Process Timetable 2018/19:

	Deadline	Meeting / deadline	Task	Responsibility
Oct	04/10/17 ✓		Board Development Meeting: Strategy and Performance Management session.	Executives / Jason Pawluk / Hannah Gray
	24/10/17 ✓		Board Development / Council of Governors' Away Day (Board, Council of Governors and Senior Managers): Strategy session.	Executives / Jason Pawluk
	11/10/17 – 22/11/17		Workforce Redesign Group (WRG) meetings: General Managers and Heads of Corporate Services to present 5 year workforce plans at allocated WRG meeting.	General Managers and Heads of Corporate Services Workforce Redesign Group members to review, support and challenge.
	End October 2017		CIP 2018/19: Determine approach, allocate savings targets and publish.	John Andrews / Yvonne Bottomley
	End October 2017		Business Planning guidance 2018/19: develop and circulate (including new template and budget rules) to General Managers / Heads of Corporate Services.	Hannah Gray / John Andrews
Nov	Mid November (date TBC)		Activity data published	Murray Scott
	27/11/17		Senior Managers' Forum: Strategy and Business Planning session	Hannah Gray / Jason Pawluk
	End November 2017		Updated Activity and Capacity tool finalised.	Barney Schofield / Joan Spencer in conjunction with

Dec

Deadline	Meeting / deadline	Task	Responsibility
			John Andrews.
End November		Renew and update the Capital Programme	Catherine Leith / Paul Corbett / John Andrews
Early December (Date to be confirmed, 3hrs)		<p>'Planning Team' session: to review workforce plans prior to 'confirm and challenge' session.</p> <p>Plans to be driven by new clinical model requirements, underpinned by demand and activity data, and costed.</p>	Yvonne Bottomley, Barney Schofield, Heather Bebbington, John Andrews, Joan Spencer, Hannah Gray
08/12/17		Submit CIP programmes (with quality impact assessment completed for each scheme) to John Andrews and Helen Porter.	General Managers / Heads of Corporate Services
Mid December (Date TBC)		<p>'Confirm and Challenge' full day session - Directorate and (larger) Corporate Service Workforce Plans presented and 'tested'.</p> <p>Executives, Senior Managers and Business Partners to attend. Plans to be driven by new clinical model requirements, underpinned by demand and activity data, and costed.</p>	<p>General Managers</p> <p>Heads of Corporate Services (IM&T, Workforce, Admin Services, Finance, Quality / Governance, R&D)</p>
15/12/17		Submit final draft of the '3 Year Operational and Financial Plan 2018/19/20' to the Executive Team for review prior to ET meet 18/12/17.	Yvonne Bottomley / Barney Schofield, in conjunction with Heather Bebbington / John Andrews / Joan Spencer.
18/12/17		Executive Team Meeting: Draft '3 Year Operational and Financial Plan 2018/19/20' on agenda.	Yvonne Bottomley / Barney Schofield, in conjunction with Heather Bebbington / John Andrews / Joan Spencer.

Deadline	Meeting / deadline	Task	Responsibility	
End December 2017		Determine contract changes for 2018/19.	Laura Williams / John Andrews / Yvonne Bottomley	
Jan	15/01/18 and 16/01/18		Operational Delivery & Service Improvement Sub-Committee (15/1/18) and Finance Sub-Committee (16/1/18): '3 Year Operational and Financial Plan 2018/19/20' on agenda.	Yvonne Bottomley / Barney Schofield / Heather Bebbington
	17/01/18		CIP Quality Impact Assessments reviewed at Quality and Safety Sub Committee 17/01/18	Helen Porter
	16/01/18		Workforce Sub-Committee: '3 Year Operational and Financial Plan 2018/19/20' on agenda.	Heather Bebbington
	31/01/18		Finance & Performance Committee: '3 Year Operational and Financial Plan 2018/19/20' on agenda.	Yvonne Bottomley / Barney Schofield / Heather Bebbington
	End January 2018		Draft Long Term CCC Strategy available for consideration by Executive Team.	Jason Pawluk / Executive Team
Feb	02/02/18		Submit draft Business Plans (which have been signed off by the relevant Executive Director) to Hannah Gray.	General Managers and Heads of Corporate Services
	07/02/18		Trust Board: '3 Year Operational and Financial Plan 2018/19/20' on agenda for approval.	Barney Schofield / Yvonne Bottomley
	Early February (date to be confirmed)		'Confirm and Challenge' full day session - Directorate and Corporate Service Business Plans presented and 'tested'.	General Managers and Heads of Corporate Services

March

Deadline	Meeting / deadline	Task	Responsibility
05/03/18		General Managers and Heads of Corporate Services to submit final Business Plans to Carol Owen for distribution to the Executive Team.	General Managers and Heads of Corporate Services
09/03/18		Board Development Meeting: Final Long Term CCC Strategy on agenda for approval.	Trust Board / Jason Pawluk
12/03/18		Executive Team Meeting: Final Business Plans signed off and then published.	Executive Team. General Managers and Heads of Corporate Services to attend.