

STRATEGIC & OPERATIONAL PLANNING

1. Purpose

The purpose of this paper is to inform the City of York Council's Health Overview and Scrutiny Committee of Leeds and York Partnership NHS Foundation Trust's approach to strategic planning. The paper describes the required content of our plans for Monitor; our internal processes for monitoring and reporting on the content of the plans; and how our plans are joined up with our partner organisations.

2. Background

NHS foundation trusts are required to submit a Strategic Plan to Monitor, the independent regulator of foundation trusts, each year. The Strategic Plan sets out how the Trust intends to deliver appropriate, high quality and cost effective services for its service users on a sustainable basis. The plan includes the Trust's assessment of the challenges we face, our strategy to address those challenges and our implementation plans over the three-year planning period.

3. New process

On 4 November 2014, new strategic planning requirements were issued by Monitor. Instead of one combined (operational and strategic) Strategic Plan submitted in previous years at the end of May, Monitor is requesting the following:

- A two-year 'Operational Plan' to include detailed operational plans and financials. This has to be submitted by 4 April 2014.
- A five-year 'Strategic Plan' to include bold and ambitious plans setting out our future sustainability. This is to be submitted by mid to end of June 2014.

The appendix sets out our annual strategic planning cycle for producing both plans and in-year reporting.

What content must be included in the Operational Plan?

The two-year Operational Plan will contain in-depth detail on the Trust's strategic objectives and priorities covering the first two years. The plan must include an assessment of the challenges we face, how we are going to address those challenges and our detailed implementation plans over the two years 2014/15 and 2015/16; and must ensure the maximum benefit over the longer five-year period.

What content must be included in the Strategic Plan?

The five-year Strategic Plan must be bold and ambitious and describe how the Trust intends to deliver appropriate, high quality and cost-effective services for service users on a sustainable basis. The plan must include commentary on the identification, analysis and mitigation of any significant risks to compliance with the Monitor licence over the five year planning period and contain projected financials. We are also required to include a governor development and membership report, capturing our membership data and election results and commentary on governor development activity in the previous year and future plans.

What level of engagement is undertaken throughout the process?

Our operational and strategic plans must provide an accurate reflection of the current shared vision and strategy of both the Board of Directors and Council of Governors, with our Council of Governors informing the decisions we take around our priorities for the coming one to five years. A newly-established committee (the Strategy Committee) of our Council of Governors will undertake this detailed work with us.

In addition, our plans for the future are developed with our commissioners. These plans are developed throughout the planning cycle as part of understanding and assessing future capacity requirements across the system. This process ensures that both our two-year Operational Plan and five-year Strategic Plan are reflective of the commissioning intentions of our respective CCGs and specialist commissioning partners.

What will Monitor do with the information?

Monitor will evaluate each Trust's Operational Plan and Strategic Plan to understand and assess any risks to our ability to carry on as a going concern.

4. In-year reporting on progress against our Strategic Plan

Assurance on the overall delivery of the Strategic Plan takes place through reports to the Board of Directors and Council of Governors. Under the new Health and Social Care Act the Council of Governors is required to input into and ensure we deliver our five-year Strategic Plan. In order to fulfil this requirement, quarterly reporting to both the Board of Directors and Council of Governors is undertaken. All our quarterly progress reports are available on the Trust website.

Jill Copeland

Chief Operating Officer

December 2013

APPENDIX – LYPFT Strategic Planning Cycle

