



Annex 1: Annual Planning Cycle

This annex presents the proposed Annual Planning Cycle for the Trust.

It has been developed through:

- A review of our existing planning processes
- Work within Division 3 to develop a divisionally-based planning process
- Discussions with other divisions and departments
- A review of annual planning cycles from other NHS Foundation Trusts

The Annual Planning Cycle is presented to reflect our existing external constraints and opportunities (e.g. publication of NHS Operating Framework and PbR tariffs, PCT commissioning cycle) and the new requirements we expect when we become an NHS Foundation Trust (e.g. reports to Monitor, engagement with our NHS Foundation Trust Council of Governors).

It is currently intended that we migrate from our current planning cycle to the new Annual Planning Cycle over period of two years so that it is fully in place by 2010/11.

The key elements of this document are:

- The timetable for developing the Annual Plan for 2010/11 (Table 1)
- The timetable for monitoring the Annual Plan from 2010/11 (Table 2)

Table 1: Developing the Annual Plan for 2010/11

This table sets out the timetable for developing the Annual Plan.

Month	Annual Plan Development Activities	
Apr	By 30 April:	Q4 / Annual Review (see table 2)
May		
Jun		
Jul	By 31 July:	Q1 Review (see table 2)
Aug		
Sep	By 15 September:	Produce updated situational analysis (market assessment, service profitability, previous year's outturn etc.) reflecting Q1 progress
	By 30 September:	Trust Board Development Session reviews situational analysis and produces SWOT, PESTLE and outline strategic aims for coming year
Oct	By 30 October:	DH - NHS Operating Framework, PCT Allocations and PbR Tariffs published PCTs – Outline commissioning framework published LDP – Begin negotiation of LDP assumptions with PCTs Trust - Cross-divisional development session (DGMs, DDs, SDMs, CDs, senior managers) reviews Board-level SWOT, PESTLE, outline strategic aims, NHS Operating Framework etc. and develops outline objectives, financial/activity/workforce plan for coming year Discussion with Council of Governors on priorities for the year ahead
	By 15 November:	Outline Planning Framework reviewed by Trust Board Issue outline Planning Framework to Divisions and Directorates (strategic goals, provisional financial/activity/workforce framework)
Dec	By 31 December:	Divisions submit high-level activity plans Revise capacity plans based on review of divisional plans Trust submits first draft LDP plan (finance, activity, workforce) to PCTs
Jan	By 31 January:	Review Planning Framework to reflect Q3 progress Divisions and Directorates submit outline annual plans (analysis of risks and opportunities for the business unit, individual areas to focus on for coming year to achieve delivery targets, summary of main activity changes, risk management, outline of longer term plan) Initial budget-setting meetings with Divisions and Directorates Trust submits final LDP plan to PCTs Refresh discussion with Council of Governors on priorities for the year ahead
	By 28 February:	Executive review of Divisional/Directorate plans Issue updated, detailed Planning Framework to Divisions and Directorates incorporating detailed activity and financial framework (activity levels, budgets, cost & productivity improvement targets, capital allocation) LDP agreed with SHA and PCTs
Mar	By 15 March:	Agree activity and contract value with PCTs Divisional and Directorate annual plans submit final annual plans Executive review and agreement of Divisional and Directorate plans
	By 30 March:	Agree KPIs for Divisional / Directorate performance review
Apr	By 30 April:	Draft Annual Plan approved by Trust Board (may take place in March), for presentation to Council of Governors Annual Performance Framework approved by Trust Board Conclude individual objective setting based on Annual Plan
May	By 7 May:	Draft Annual Plan presented to Council of Governors
	By 24 May:	Trust Board Development Session reviews progress towards final Annual Plan
	By 31 May:	Trust Board approves final Annual Plan
Jun	31 May:	Annual Plan submitted to Monitor <i>Focus moves to implementation and review</i>

Table 2: Reviewing and Reporting Progress against the Annual Plan from 2010/11

This table sets out the timetable for reviewing and reporting on progress against the Annual Plan

		Monitoring of current year		
Month		Corporate Performance Review		Individual Performance Review
Q1	Apr			Individual objective-setting based on Annual Plan
	May	31 May:	<i>Annual Plan submitted to Monitor</i>	
	Jun			
Q2	Jul	14 July:	Divisions and directorates submit Q1 updates on Annual Plan progress	Quarterly individual performance review focuses on contribution to Q1 objectives
		By 31 July:	Q1 Performance Review with Divisions / Directorates Board review of progress and draft Q1 submission to Monitor	
		31 July:	Quarterly Finance and Governance submission to Monitor (Q1)	
	Aug			
	Sep			
Q3	Oct	14 October:	Divisions and directorates submit Q2 updates on Annual Plan progress	Quarterly individual performance review focuses on contribution to Q2 objectives
		By 31 October:	Q2 Performance Review with Divisions / Directorates Board review of progress and draft Q2 submission to Monitor	
		31 October:	Quarterly Finance and Governance submission to Monitor (Q2)	
	Nov			
	Dec			
Q4	Jan	14 January:	Divisions and directorates submit Q3 updates on Annual Plan progress	Quarterly individual performance review focuses on contribution to Q3 objectives and commences individual objective setting for following year
		By 31 January:	Q3 Performance Review with Divisions / Directorates Board review of progress and draft Q3 submission to Monitor	
		31 January:	Quarterly Finance and Governance submission to Monitor (Q3)	
	Feb			
	Mar			
Q5	Apr	14 April:	Divisions submit Q4 and annual updates on Annual Plan progress	Annual objective review focuses on delivery of previous year's objectives
		By 30 April:	Q4 and Annual Review with Divisions and Directorates	
		30 April:	Quarterly Finance and Governance submission to Monitor (Q4)	
Q5	May	By 31 May:	Board approves review of previous year for inclusion in Annual Plan submission	
		31 May:	Annual Plan submitted to Monitor – includes review of previous year	
	Jun	By 30 June:	Annual Report and Annual Accounts approved by the Trust Board – includes review of previous year	
Q6	Jul	8 July:	Annual Report and Annual Accounts laid before Parliament	
		22 July:	Annual Report and Annual Accounts submitted to Monitor	