

Council of Governors – 9 May 2014

Development of the Trust Strategic Plan 2014/15 – 2018/19

1. Monitor Guidance

- 1.1 The strategic plan is expected to be a comprehensive summary of the Trust's strategy, the analysis that underpins this and the plans to implement them. It should set out in detail an assessment of the future challenges facing the Local Health Economy (LHE) and the Trust, the options available to address the identified challenges and ultimately its key strategic plans.
- 1.2 Monitor expects strategic plans to demonstrate the extent of the Trusts ambition for patients. It should outline practical ways in which key services will be transformed to lead to better quality care at a reduced cost and the likely investment that will be required to support this transformation. It could also set out where key service lines are no longer sustainable and if the Trust is proposing to take steps to divest or transfer services for the benefit of patients.

2. Publication of the Strategic Plan

- 2.1 The timetable for submission to Monitor is set out in the table below. Along with the full strategic plan, the Trust is also required to submit a summarised version (circa 20 pages) that will be published by Monitor.

Monitor review of operational plans (submitted on 4 th April 2014)	April- May 2014
Operational plan feedback date from Monitor to Trust	May 2014
Submission of strategic plans (Years one and two of the five year plan will be fixed per the final plan submitted on 4 April 2014)	30 June 2014
Monitor review of strategic plans	July-September 2014
Strategic plan feedback date from Monitor to Trust	October 2014

- 2.2 The internal formal review and sign-off process intends to follow the following steps:

- Council of Governors – 9th May 2014 – Review of outline plan
- Finance & Investment Committee – 20th May 2014 – Review of draft plan
- Finance & Investment Committee – 24th June 2014 – Detailed review of draft final strategic plan
- Board of Directors – 27th June 2014 – Approval of final strategic plan

Initial feedback from Governors will be required by Friday 16th May 2014 to feed into the draft plan review by the Finance & Investment Committee, with final feedback by Wednesday 11th June 2014.

3. Self Assessment Tool

- 3.1 Monitor strongly recommends the use of a published Self Assessment Tool to help support strategic planning. The Trust plans to use this tool and full details were shared at the April 2014 Board of Directors.

4. Proposed outline of the Strategic Plan

- 4.1 The plan should aim to be around 50 pages in length so the requirement to keep narrative succinct and at a summarised level is implicit. It will follow four main headings:

- 1) Declaration of sustainability
- 2) Market analysis & Context
- 3) Risks to sustainability & strategic options
- 4) Strategic plans

4.2 Declaration of sustainability

The Trust is required to confirm explicitly that it considers its strategic plans will ensure sustainability on a clinical, operational and financial basis. This declaration will be split into these three sections with evidence and highlighting the critical schemes upon which the trust is relying to ensure sustainability of high quality services.

4.3 Market Analysis & Context

This section will include details from both the Operational Plan 2014/15 – 2015/16 already submitted to Monitor and a Market analysis recently conducted by the Trust. Key headings include:

- 1) Assessment of wider LHE context (inc contracts & affordability challenge).
- 2) Market assessment including demographic and healthcare trends (that will inform the activity plan assumptions).
- 3) Competitor analysis based on key areas of strength and weaknesses relative to key local competitors.
- 4) High level capacity analysis based on sufficiency of estate, beds and workforce.
- 5) Funding analysis based on historic trends, information from Monitor, likely commissioning intentions, known service reconfigurations or intended AQPs etc.
- 6) SWOT analysis identifying opportunities that could be exploited and challenges that need to be addressed.
- 7) Activity and income forecasts both in a do nothing scenario and the impact of proposed plans.

4.4 Risks to sustainability & strategic options

This section will contain the options outlined in the Clinical strategy work being undertaken by the Trust and the 5-10 Year Strategic Options and will build on the Strategic Context section in the Trust Operational Plan.

4.5 Strategic Plans

This section will contain both an explanation of explicit plans and also what the Trust intends to focus on planning over the five year period from 2014/15 to 2018/19. On both elements it will include proposed milestones, resourcing requirements, dependencies and any risk mitigations and for explicit plans, how the Trust intends to monitor its performance against delivery of the strategic plans.