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<b>Date</b>	Tuesday, 27 March 2018
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<b>Title of paper</b>	<b>NWL Business Planning</b>
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<b>Clinical Lead</b>	n/a			
<b>Confidential</b>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>	<input type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

**The Governing Body is asked to:**

NOTE the update and delegate the APPROVAL of the final Operating Plan submission to NHSE by 20 April to the Accountable Officers.

**Summary of purpose and scope of report**

The Governing Body are asked to NOTE this update on the Business Planning process for 2018/19. Business Planning is made up of a number of components and operates within the context of the Strategy and Transformation Plan (STP) to push forward our strategic objectives through the annual contracting and financial planning process. Business Planning includes:

- Financial Planning by CCGs and with Providers
- Contract updates agreed for the second year of the 2017 to 2019 contract
- Quality, Innovation, Productivity and Prevention plans at a North West London (NWL) and CCG level
- Business Plans showing activities across NWL and CCG teams
- Operating Plans reconciling finance and activity plans across CCGs and providers and reconciled with Providers

This update was prepared on 5<sup>th</sup> March 2018 and a further verbal update on progress since this date will be provided during the meeting.

Planning Guidance was released by NHS England and NHS Improvement on 2<sup>nd</sup> February 2018. This set out the following timetable for the 2018/19 negotiations.

Item	Date
ICS system control total changes and assurance statement submitted	By 1 March 2018
Local decision to enter into mediation for 2018/19 contract variations	2 March 2018
<b>Draft 2018/19 Organisational Operating Plans submitted</b>	<b>8 March 2018</b>
Draft 2018/19 STP Contract and Plan Alignment template submitted	8 March 2018
National deadline for signing 2018/19 contract variations and contracts	23 March 2018
2018/19 Expert Determination paperwork completed and shared by all parties	27 April 2018
<b>Final Board or Governing Body approved Organisation Operating Plans submitted</b>	<b>30 April 2018</b>
2018/19 Winter Demand & Capacity Plans submitted	30 April 2018
Final 2018/19 STP Contract and Plan Alignment template submitted	30 April 2018
Final date for experts to notify outcome of determinations for 2018/19 update	8 June 2018

Weekly meetings are taking place at a commissioner level (Business Planning Group) and jointly with providers (Chief Finance Officers meeting) to create alignment across the system on financial and activity planning.

In order to reach agreement the gap between the available allocation and the money required by provider to operate has to be bridged. The focus in this process is on taking cost out of the system to the benefit of both commissioners and providers. However the scale of QIPP savings required in 18/19 is considerably greater than in any previous year.

Working across the CCGs and the Strategy & Transformation Team has developed QIPP schemes to the value of £25 million. Plans for savings have been closely aligned to the delivery of the STP by articulating changes at a sub-Delivery Area level. This enables us to be consistent in the discussions with providers and show how our plans are contributing to system transformation. The development of QIPP across NWL has contributed to development of 8-wide CCG working as CCG's lead individual NWL QIPP schemes on behalf of all. There is further work to ensure we use efficient use of resource in delivering the schemes via a mixed economy of CCG and S&T staff working on behalf of different groups of CCGs.

Stage 1 of the negotiation process which requires agreeing baseline financial position has been completed for all provider organisations within NWL. As of 2<sup>nd</sup> March 2018 two providers have confirmed a desire to escalate the negotiation discussion to senior teams within both organisations. To date there has been no equivalent declaration from any of the acute Trusts although escalation would be anticipated on some of these contracts.

Work will continue over the remaining two weeks with final escalation processes in place for the week beginning 19<sup>th</sup> March so that all contract updates are completed to the deadline of 23<sup>rd</sup> March.

Each CCG and "Business Unit" has prepared a Business Plan showing what activities will be taking place during 2018/19. These will enable Governing Bodies to hold their organisation to account in the delivery of the STP and control totals.

In addition, an Operating Plan is required from each CCG to show how finance and activity reconciles back to local as well as sector control totals. These will be submitted by all CCGs on 8th March with the final version to be submitted by 30 April. The Governing Body is asked to delegate the APPROVAL of the final Operating Plan submission to NHSE by 20 April to the Accountable Officers.

#### **Conflicts of interest management**

Following the review of the paper by the main co-ordinating team (secretary; committee chair and executive lead), have any potential conflicts affecting the membership been identified?

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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If yes, please identify conflicted individual(s) and confirm what action is being taken, ticking all the actions that apply. If actions differ for more than one conflicted individual, please record this clearly by further naming each individual alongside each action that applies to them.

**Name and nature of conflict (describe):**

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<b>Action taken:</b>	<b>Please tick one</b>
1. The paper has been withheld from the individual(s) concerned.	<input type="checkbox"/>
2. The individual(s) will not attend the meeting where the paper will be discussed.	<input type="checkbox"/>
3. The paper is being shared, however, the individual(s) will not participate in discussion.	<input type="checkbox"/>
4. The paper is being shared for discussion purposes, however the individual(s) will not participate in, or be present for the final decision	<input type="checkbox"/>

For the avoidance of doubt, the use of the above chosen handling strategy will also be formally recorded by the secretary in the minutes of the meeting to confirm the action that was taken, which shall further be added to the CCG's COI management actions log and made available online alongside the CCG's register of decisions taken.

**Quality & Safety/ Patient Engagement/ Impact on patient services:**

Quality and Safety

Each QIPP scheme is supported by a workbook detailing the plan for its implementation and highlighting the risks and issues associated. The impact of schemes will feed into the quality

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and performance reporting cycle for each provider and CCG.

**Patient Engagement**

Engagement is sought through a number of routes:

- Lay member involvement in the work of Governing Bodies to deliver balanced finances
- Feedback from PPE Committees on planned objectives for the year
- Engagement of Scrutiny Committees in all Boroughs

**Impact on patient services**

Some QIPP schemes are expected to have some impact on patient pathways and processes. These are captured in Business Cases which are approved by Governing Bodies or appropriate joint Committees.

**Finance, resources and QIPP**

Discussions are on-going across the CCGs and joint teams as how to appropriately resource the necessary project teams for the delivery of QIPP.

**Equality / Human Rights / Privacy impact analysis**

The total QIPP programme will require review to ensure that it does not disproportionately affect any one group. This will be completed by the PMO prior to commencement of 18/19.

<b>Risk</b>	<b>Mitigating actions</b>
<p>Each project within the QIPP programme is individually risk rated.</p> <p>Experience form 17/18 and previous periods suggests that savings will not be delivered at the pace set out in initial plans.</p> <p>The BAF will be updated to reflect the Business Plan created across NWL.</p>	<p>Planning for the delivery of efficiencies and savings targets will continue through 18/19, creating an on-going process rather than an annual cycle.</p> <p>Revised BAF to be shared and reviewed as necessary.</p>

**Supporting documents**



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**Governance and reporting**

(list committees, groups, other bodies in your CCG or other CCGs that have discussed the paper)

Committee name	Date discussed	Outcome
Name	DD/MM/YYYY	
n/a		