

# Nottinghamshire Healthcare NHS Trust

## *Business Planning*



### What our client wanted

Nottinghamshire Healthcare NHS Trust is one of the largest providers of mental health services in the NHS, and has a turnover of approximately £200m. They wanted to establish a process that would produce annual business plans which clearly identified delivery targets and reporting mechanisms.

### What Frontline did

Our task was to deliver a one-year business plan to the trust board, engage key stakeholders across the organisation, transfer technical skills and provide advice for operation of the process. We agreed activities, sent out planning guidance to operational units and support areas, and reviewed their returns to build up a plan that met NHS objectives. Building relationships with senior managers in finance and planning directorates, encouraged their co-operation and support for our approach. We critiqued operational unit proposals to ensure that national NHS targets were achievable. Genuine knowledge transfer ensured a future planning process and implementation plan was agreed.

### What difference we made

The final business plan was adopted and clearly identified managerial responsibilities for delivery and reporting were agreed. Successful stakeholder engagement established a cycle of continuous improvement which evolved beyond the initial delivery phase. Frontline then helped to implement self-directed teams which further embedded business planning in the organisation.

### What our client said

*"Frontline worked alongside us to analyse our existing system of Business Planning, which required overhauling and renewal. In that year we needed them to do direct hands-on work with us. From this period of consultancy we have continued on our own to develop and evolve our business planning system. In that initial stage of development Frontline brought exactly the right kind of external scrutiny and benchmarking coupled with an ability to work with us (in our midst) in a very skilled manner so we experienced together the building of the improved approach."*

Helen Scott, Executive Director

Children, Learning Disability, Modernisation and Partnership Development