

Roadmap assurance report – October 2021

Author: Rob Cooper, FID Sponsor: Richard Mitchell, CEO

Trust Board paper Q1

Purpose of report:

This paper is for:	Description	Select (X)
Decision	To formally receive a report and approve its recommendations OR a particular course of action	
Discussion	To discuss, in depth, a report noting its implications without formally approving a recommendation or action	
Assurance	To assure the Board that systems and processes are in place, or to advise a gap along with treatment plan	X
Noting	For noting without the need for discussion	

Previous consideration:

Meeting	Date	Please clarify the purpose of the paper to that meeting using the categories above
CMG Board (specify which CMG)		
Executive Board		
Trust Board Committee		
Trust Board		

Executive Summary

Context

FIG has overseen development of a roadmap to sustainable financial improvement ('the roadmap') which sets out eventual outcomes that will demonstrate 'good' financial governance across the board and the key actions that will support the delivery of these.

The roadmap incorporates requirements of and recommendations to the Trust with respect to finance (for example, s106 undertakings), and maps actions and outcomes to the four existing Special Measures for Finance (SM-F) exit criteria. It has been developed with UHL senior responsible officers (SROs) and action owners (AOs) and will remain a live document. The dedicated roadmap PMO (which sits within the wider Transformation team) holds regular accountability updates with SROs and AOs for roadmap actions and outcomes, supporting roadmap updates, delivery and collation of the evidence of delivery.

The October report on progress against the roadmap is in appendix 1 setting out:

- A. Key risks
- B. Roadmap progress

C. Key achievements in the past 12 months. (As there was no Trust board in September this section is included again in the October report. Going forward this will be included each quarter).

D. A forward look of milestones in the next quarter

Questions

1. What progress is there on delivery against the roadmap?

Progress against the key roadmap outcomes is set out in section B of the appendix.

2. Are there any significant risks to delivery?

The key risks and mitigations are set out in section A of the appendix.

Input sought

We would welcome FRB's input on progress on delivery of the roadmap and the key risks to delivery of the roadmap.

For Reference:

This report relates to the following UHL quality and supporting priorities:

1. Quality priorities

Safe, surgery and procedures	No
Improved Cancer pathways	No
Streamlined emergency care	No
Better care pathways	No
Ward accreditation	No

2. Supporting priorities:

People strategy implementation	No
Investment in sustainable Estate and reconfiguration	No
e-Hospital	No
Embedded research, training and education	No
Embed innovation in recovery and renewal	No
Sustainable finances	Yes

3. Equality Impact Assessment and Patient and Public Involvement considerations:

- What was the outcome of your Equality Impact Assessment (EIA)? **N/A**
- Briefly describe the Patient and Public Involvement (PPI) activities undertaken in relation to this report, or confirm that none were required **N/A**

- How did the outcome of the EIA influence your Patient and Public Involvement? **N/A**
- If an EIA was not carried out, what was the rationale for this decision? **Not directly relevant at this stage**

4. Risk and Assurance

Risk Reference:

Does this paper reference a risk event?	Select (X)	Risk Description:
Strategic: Does this link to a Principal Risk on the BAF?	X	PR4: Financial Sustainability
Organisational: Does this link to an Operational/Corporate Risk on Datix Register		
New Risk identified in paper: What type and description ?		
None		

5. Scheduled date for the **next paper** on this topic: December 2021
6. Executive Summaries should not exceed **5 sides** My paper does comply



Roadmap to Sustainable Financial Improvement: October Overview Report

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- A. Key risks
- B. Roadmap progress
- C. Key achievements in last 12 months
- D. Forward look – milestones in next quarter

One team shared values



A. Key risks: October 2021 (1 of 2)

	Risk	RAG July	RAG Aug	RAG Sept	RAG Oct	Mitigation	Owner	Delivery date
1	There are delays to the production of the 2019/20 and 2020/21 accounts given the complexity of the work and delays in the start date. Given the delays, a revised timetable for adoption of both sets of accounts by UHL Board in early December 2021 has been worked up and approved at Audit Committee on 17 May 2021. This proposed timetable was shared with National and Regional NHSE/I finance leads on 7 May 2021. Given the complexity of the work there remains significant risk to this delivery deadline.	R	R	R	R	The Trust continues to work closely with key stakeholders, in particular NHSE/I National and Regional finance leads and external audit, and the relevant elements of UHL's finance team continue to prioritise 2019/20 and 2020/21 accounts preparation and audit, to manage delivery of the accounts to the revised timetable. A progress meeting was held with NHSE/I National and regional team on 2 August where it was agreed PFR forms for the 2021/21 accounts were to be submitted on 26 August 2021– (these have been submitted). This submission reflected the Board's best current estimate of the position and contained a declaration by both the CEO and CFO. Work continues to complete both full sets of accounts, it is now most likely this will be completed by 31 January 2022.	(SRO) Mark Brice / (AO) Simon Linthwaite	31 Jan 2022
2	While currently on track the finance directorate restructure is a significant and complicated work programme. There are inherent risks to work of this nature which could impact on the timeline such as the complexity and amount of feedback on proposal. Timelines are also challenging because of delays earlier in the calendar year following competing demands on key staff with the financial accounts work.	A	A	G	G	The consultation closed on 31st August. The proposed structure and investment went to FRB on 15th September and was approved. The final structure was shared with staff on 15th September and letters were sent to staff w/c 20th September outlining their roles in the new structure. The start date for the new roles is 27th September. The interviews for the vacant posts have started to be advertised from 20th September with interviews starting 25th October and concluding by end of November (excluding additional vacancies arising from internal appointments). The Finance Culture and Behaviours report was supported by FRB on 18th August and an action plan is now underway to deliver improvements.	(SRO) Simon Lazarus / (AO) Donna Briggs	January 2022
3	Development of the Medium Term financial recovery Plan (MTFP) and underpinning Long Term Financial Model (LTFM) is not completed by the 31st Dec deadline or is not agreed and accepted by all key stakeholders.	A	A	A	A	A draft of the MTFP was completed by 31 August. It was recognised that further work is required and a date of 31 December 2021 has been agreed by the Trust chair. Discussions are underway with the NHSE/I regional team who have expressed some disagreement over the drivers of deficit analysis. Key areas for further work are the underlying deficit, closing information gaps e.g. reconfiguration, system redesign and consultation with system partners and NHSE.	(SRO) Simon Lazarus / (AO) Simon Wombwell	31 Dec 2021
4	There is no clear link between System-wide recovery planning (including financial elements and supporting governance) with the Trust's approach to delivering sustainable financial improvement. This is a significant piece of work and there is a risk this does not progress in line with Trust and stakeholder expectations, and that Trust and System longer term plans are not formally aligned and embedded within a wider System recovery programme	A	A	A	A	The UHL MTFP has been completed from the UHL perspective, including System-related elements and assumptions where possible i.e. to meet the 31 Aug deadline. (first draft completed). UHL Finance Team and System colleagues to share and agree progress on Planning workstreams. The UHL LTFM is incorporating the current assumptions (inflation etc) as System projections. On the System side – External support from PWC has been secured to support in the development of a system PMO to drive development of the system efficiencies.	(SRO) Richard Mitchell / (AO) Simon Wombwell	31 Dec 2021

A. Key risks: October 2021 (2 of 2)

	Risk	RAG July	RAG Aug	RAG Sept	RAG Oct	Mitigation	Owner	Delivery date
5	Whilst work is ongoing to review the Trust's control environment against the 'grip and control checklist', progress has been slowed by competing demands on the team, in particular due to accounts preparation work. There is a risk of delay to grip and control improvement work as a result.	A	A	A	A	A report was presented to the Financial Recovery Board in September 2021 and is at the time of writing due to be read at the upcoming Audit Committee confirming 85% (verses 74% in July) of actions are now complete. All areas had made progress during the previous two months. The planned completion at this stage was meant to be 88%. Most of the items not undertaken by the original deadline related to the workforce area and were due to the activities being managed as part of other programmes for example the People Plan. It is forecast that 99% of the check-list will be completed by 31 March 2022. New governance arrangements have been implemented that manage the check-list in a programme type way and forward views are conducted to identify delays before they occur and manage accordingly – hence the identification of the previously mentioned items. Plans to transition to BAU are already underway as each area have chosen KPI's to assist in the management of their respective areas, so that as the check-list is completed sustainable measures are in place to manage activities. FRB have maintained the risk as 'amber' to ensure that the progress made to date is maintained and also to gain insight from the KPI's when they will be populated for the next paper in November 2021.	(SRO) Jonathan Shuter / (AO) Tim Moore	31 March 2022
7	Work ongoing to review H2 financial budget and forecast. Underlying deficit forecast for 2021/22 (opening position for 2022/23) being reviewed in conjunction.	N/A	N/A	A	A	Actions to improve the position in H2 being identified for consideration by Trust Board.	(SRO) Simon Lazarus / Jonathan Shuter	31 March 2022

B. Roadmap progress - October 2021 update (1/4)

The roadmap is framed around 4 exit criteria agreed with the regulator for Special Measures for Finance (SM-F)*. Against each of these are a series of outcomes with named SROs. Supporting each outcome are a number of detailed actions which are contained in the detailed roadmap document. Progress against all actions and outcomes is monitored by the Programme office in the transformation team.

This summary table over the coming pages captures key progress to date against outcomes and maps to risks outlined in Section A of the report. Updates from the previous month's report are shown in **bold**.

SM-F exit criteria	#	Outcome	SRO	AO	Timeframe		Key progress to date	Risks to escalate
					Start	End		
1. Delivery against agreed financial recovery plan	1	Delivery against planned Trust year to date financial position per System approved financial plan clearly demonstrated through financial report to Trust Board.	Simon Lazarus	Jonathan Shuter	Monthly from April 2021	Ongoing	<ul style="list-style-type: none"> On track YTD at M5 21/22 and forecasting delivery of H1 	
	2	Improvement in efficiency demonstrated through, for example, CIP delivery, Model Hospital, external benchmarking	Moira Durbridge	Ben Shaw	01/04/21	31/10/21	<ul style="list-style-type: none"> At M5 21/22 the Trust is forecast to deliver £8.1m of cash releasing savings in H1 against the agreed H1 target of £4.8m. £4.2m of this is recurrent. While the FYE of the CIP is expected to deliver the 2021/22 target it will not be sufficient to address the gap in the underlying deficit. 	
	3	Demonstrable Executive action to identify and address material risks to financial position evidenced through financial report to Trust Board	Simon Lazarus	Jonathan Shuter	Monthly from April 2021	Ongoing	<ul style="list-style-type: none"> Improved finance board report launched. Board development programme underway supported by Deloitte. 	
	4	Demonstrable Trust Board ownership of material risks to financial position, including holding Executives to account for delivery of key actions	Simon Lazarus	Jonathan Shuter	Monthly from April 2021	Ongoing	<ul style="list-style-type: none"> Improved finance board report launched. Board development programme underway supported by Deloitte. 	
	5	No unplanned or short notice cash requests.	Simon Lazarus	Jonathan Shuter	April 2021	Ongoing	<ul style="list-style-type: none"> No cash requests to date. Cash committee in place to review and improve cash management. 	
	6	Medium term financial plan agreed by Trust Board and System.	Simon Lazarus	Simon Linthwaite	April 2021	31/03/22	<ul style="list-style-type: none"> A draft medium term financial plan for UHL was completed at the end of August 2021. This includes key system planning assumptions, a LTFM and UHL drivers of the deficit. A updated version addressing areas where further work is needed is planned for December 2021 	See risk 3 and 4

* It should be noted the Recovery Support Programme "RSP" has now replaced the Special Measures regime. The exit criteria have been ported across and unchanged.

B. Roadmap progress - October 2021 update (2/4)

SM-F exit criteria	#	Outcome	SRO	AO	Timeframe		Key progress to date	Risks to escalate
					Start	End		
2. Robust financial controls, process and governance	7	External review of financial control environment (e.g. internal audit) with 'good' (or equivalent) rating	Jonathan Shuter	Simon Linthwaite	01/04/22	30/09/22	<ul style="list-style-type: none"> NHSE/I grip and control checklist review undertaken and progress reported to FRB and Audit Committee every 2 months. AFR action plan in place and progress reported to Audit Committee. Review of outstanding IA recommendations undertaken and reported to Audit Committee in October 2021. 	See risk 5
	8	External review of financial systems (e.g. internal audit) with 'good' (or equivalent) rating	Jonathan Shuter	Simon Linthwaite	01/04/22	30/09/22	<ul style="list-style-type: none"> AFR action plan progress reported to Audit Committee regularly. Review of outstanding IA recommendations undertaken and reported to Audit Committee in October 2021. 	
	9	2019/20 accounts approved by UHL Board and submitted to deadline agreed with NHSE/I	Simon Lazarus	Mark Brice	08/03/21	31/01/22	<ul style="list-style-type: none"> On track but risk of slippage 	See risk 1
	10	2019/20 updated AFR issued by external audit that demonstrates significant positive improvement in number & materiality of issues vs 2019/20 original AFR	Simon Lazarus	Mark Brice	01/04/21	02/12/21	<ul style="list-style-type: none"> AFR action plan in place and progress reported to Audit Committee regularly. 	
	11	2020/21 accounts approved by UHL Board with 'except for' audit opinion and submitted to deadline agreed with NHSE/I	Simon Lazarus	Simon Linthwaite	01/04/21	31/01/22	<ul style="list-style-type: none"> On track but risk of slippage 	See risk 1
	12	2020/21 updated AFR issued by external audit demonstrates significant positive improvement in number and materiality of issues vs 2019/20 AFR	Mark Brice	Simon Linthwaite	01/04/21	31/01/22	<ul style="list-style-type: none"> AFR action plan in place and progress reported to Audit Committee regularly. 	
	13	2021/22 accounts approved by UHL Board with clean audit opinion and submitted in line with national accounts deadline	Simon Lazarus	Simon Linthwaite	01/04/22	27/05/22	<ul style="list-style-type: none"> Work on 21/22 accounts will commence following the close down of 19/20 and 20/21. 	
	14	2021/22 updated AFR issued by external audit demonstrates significant positive improvement in number and materiality of issues vs 2020/21 AFR	Jonathan Shuter	Simon Linthwaite	01/04/22	27/05/22	<ul style="list-style-type: none"> AFR action plan in place and progress reported to Audit Committee regularly. 	
	15	New B2B Transformation Team structure to address existing capacity and capability gaps goes live	Moir Durbridge	Ben Shaw	15/05/21	04/05/21	<ul style="list-style-type: none"> Complete 	

B. Roadmap progress - October 2021 update (2/4)

SM-F exit criteria	#	Outcome	SRO	AO	Timeframe		Key progress to date	Risks to escalate
					Start	End		
2. Robust financial controls, process and governance	16	New financial team structure to address existing capacity and capability gaps goes live	Simon Lazarus	Donna Briggs	04/01/21	04/01/22	<ul style="list-style-type: none"> Proposed structure and investment went to FRB on 15th September and was approved. The final structure was shared with staff on 15th September and letters were sent to staff w/c 20th September outlining their roles in the new structure. The start date for the new roles is 27th September. The interviews for the vacant posts have started to be advertised from 20th September with interviews starting 25th October and concluding by end of November (excluding additional vacancies arising from internal appointments). Finance team culture and behaviours review complete and action plan agreed by FRB in August 21. 	See risk 2
	17	Follow up external review of Trust Board governance (including sub-committees) identifies no significant additional areas for improvement	Trust Sec.	Trust Sec.	04/01/22	31/03/22	<ul style="list-style-type: none"> Board development programme underway supported by Deloitte. Deloitte have also been commissioned to review and support any improvements needed to sub-committees. 	
	18	Finance development programme in place, with Executive leadership and clear plan for ongoing delivery	Simon Lazarus	Sean Ceres	03/05/21	31/12/21	<ul style="list-style-type: none"> Budget holder training launched and at 95.3% compliance New financial objectives launched for all staff in 21/22 Finance training steering group set up Finance training strategy drafted and under review 	
	19	Communication and engagement strategy on financial position and improvement approach in place for the finance function & wider Trust	Simon Lazarus	Sean Ceres	03/05/21	31/12/21	<ul style="list-style-type: none"> Briefing on the roadmap given to EFPM in August 21 and planned for Nursing and Midwifery board in October. Monthly all finance team meetings in place. 	
	20	95% of Trust-wide staff have completed relevant training from the Financial Development Programme	Simon Lazarus	Sean Ceres	TBC	TBC	<ul style="list-style-type: none"> Finance Training steering group have drafted new training package for wider group of staff than budget holders. Currently under review. 	
	21	Meaningful discussions held with all Finance Team employees regarding CPD requirements and development plan for coming year as part of performance appraisal	Simon Lazarus	Donna Briggs	6 monthly from March 2021	Ongoing	<ul style="list-style-type: none"> Appraisals held with finance team. Further improvements are planned to be delivered as part of culture and behaviours action plan. 	
	22	95% of budget holders completed budget holder training	Debra Mitchell	Sean Ceres	08/03/21	31/05/21	<ul style="list-style-type: none"> Current performance in October is 95.3%. 	
	23	Meaningful discussions held with all Trust employees over delivery of financial objectives and development plan as part of performance appraisal	Hazel Wyton	TBC	01/04/21	31/03/22	<ul style="list-style-type: none"> New financial objective for all staff launched in 20/21. Focus on use of resources and waste reduction. 	

B. Roadmap progress - October 2021 update (4/4)

SM-F exit criteria	#	Outcome	SRO	AO	Timeframe		Key progress to date	Risks to escalate
					Start	End		
3. Trust and System have a shared understanding of financial risks and mitigations	24	Demonstrable input into System-wide action against material risks to financial position evidenced in the System-wide working and financial reporting	Simon Lazarus	TBC	TBC	TBC	<ul style="list-style-type: none"> External support from PWC has been secured to support in the development of a system PMO to drive development of the system efficiencies. A draft medium term financial plan for UHL was completed at the end of August 2021. This includes key system planning assumptions, a LTFM and UHL drivers of the deficit. A updated version addressing areas where further work is needed is planned for December 2021 	See risk 3 and 4
	25	Delivery against planned system-wide year to date financial position in line with the three year System financial recovery plan	Simon Lazarus	TBC	TBC	TBC		
4. Trust and System have dedicated oversight and support to ensure continue improvement	26	System-wide governance structure in place, with significant contribution from UHL leadership team & agreed escalation routes to resolve issues, to oversee development and delivery of overarching recovery plan	Richard Mitchell	TBC	TBC	TBC		
	27	Demonstrable action against material risks to overarching System recovery plan evidenced in the System-wide working and reporting to include system three year recovery trajectory	Richard Mitchell	TBC	TBC	TBC		
	28	Delivery against planned System-wide year to date overarching recovery plan position (including clinical and operational KPIs)	Richard Mitchell	TBC	TBC	TBC		
	29	Post-exit support package for UHL from NHSE/I and / or System agreed with key partners, including additional resource where appropriate	Richard Mitchell	TBC	TBC	TBC	<ul style="list-style-type: none"> Monthly oversight meeting with NHSE/I where progress against exit criteria is discussed. 	

C. Key achievements since entering special measures

UHL has been in Special Measures for Finance for just over 12 months. This section outlines some of the key achievements over this period.

Topic	Achievement
Governance	<ul style="list-style-type: none"> Review of Board and sub committee processes and structures carried out by Deloitte. Improved committee relationships and also changes to Terms of Reference and operational scope. Buddy Trust appointed and support provided across a number of key financial and governance areas. Exec-led PRMs for Estates and Facilities (monthly) and Corporate Functions (bi-monthly) in place. Two associate NED appointed with strong financial background.
	<ul style="list-style-type: none"> Significant progress towards completing the 2019/20 and 2010/21 accounts. Additional support provided by Deloitte. Action plan underway to address findings in the auditors report.
	<ul style="list-style-type: none"> Review of grip and control checklist complete and progress to deliver actions reported every 2 months to Audit Committee. Improved controls over investments through the Financial Recovery Board. Internal audit plan agreed with additional focus on review of financial control environment. Improved controls in place over posting of Journals.
	<ul style="list-style-type: none"> Improved finance report for Trust Board covering run rate, SoFP, CIP, risks and mitigations to delivery of FOT. Monthly improved CIP report for Trust Board. Roadmap to financial sustainability and prepared, agreed with regulator and reported to board monthly.
Planning	<ul style="list-style-type: none"> 2021/22 financial plan agreed with Trust Board and communicated to all budget holders and CMG's. 2021/22 capital plan prepared including improved governance arrangements. MTFP with supporting LTFM and a Drivers of the Deficit analysis drafted.
	<ul style="list-style-type: none"> Short term resource gap in finance department identified and interim support secured. New substantive chair appointed. Substantive CEO has been appointed and is due to take up his position in October. The process to recruit a new substantive CFO and COO is underway with final interviews due to take place in September. Management of change process planned and new finance structure drafted and out for consultation. FRB approval of revised BTB Transformation team structure to best support delivery of CIP and wider transformation. New B2B Transformation Team structure to address existing capacity and capability gaps goes live.
	<ul style="list-style-type: none"> Trust Board development programme underway supported by Deloitte. New training for budget holders and requisitioners launched. Finance department culture and behaviours review undertaken, agreed by FRB and action plan to drive improvements underway. Trust wide financial objectives for all staff launched. PDPs and objectives in place for full finance team.
System working	<ul style="list-style-type: none"> Improved UHL representation in system wide groups.

D. Forward look – milestones in next quarter

OUTCOMES	Ref		SRO	Action owner	STATUS	END DATE
-	5.2	H2: Produce H2 2021/22 budget based on National Guidance and built on clear evidence base, demonstrating reduction in baseline run rate and highlighting CIP requirement, material risks and mitigations for plan delivery	Jonathan Shuter	Sean Ceres	Revised plan (OT)	Mon 15/11/21
-	6.2	H2: H2 2021/22 budget signed off through Board	Jonathan Shuter	Sean Ceres	Revised plan (OT)	Mon 15/11/21
-	7.1	H2: H2 2021/22 budget formally agreed with LLR system	Jonathan Shuter	Sean Ceres	Revised plan (OT)	Sun 31/10/21
-	8.1	H2: H2 2021/22 budget formally agreed with NHSE/I	Sean Ceres	Simon Wombwell	On track	Sun 31/10/21
	9.2	H2: H2 2021/22 budget, including pay / premium pay and non-pay split, communicated to CMG leads	Jonathan Shuter	Sean Ceres	On track	Sun 31/10/21
-	17	Carry out demand and capacity review by specialty	Debra Mitchell	Sarah Taylor	On track	Fri 31/12/21
-	46	iii) External review of QIA process for CIP to provide assurance financial considerations are not affecting quality (e.g. self-assessment followed by review from NHSE/I ISCS clinical colleagues and / or UHS buddy Trust) UHL.	Moira Durbridge	Helen Harrison	Revised plan (OT)	Wed 6/10/21
-	48	Redesign specialty financial reporting pack and budget holder reports to align to PRM and Board reporting	Sean Ceres	Tarun Basra	Revised plan (OT)	Sun 31/10/21
-	53	Review financial systems and set out plan to address issues with interfaces and structure, including alignment of GL to revised '5 bucket' reporting structure to simplify financial management and reporting and updates to automated controls (e.g. over journals) - initial scoping and improvement plan	Jonathan Shuter	Sean Ceres	On track	Fri 31/12/21
-	54	Take paper to FRB setting out plan to address issues with financial system interfaces and structure	Jonathan Shuter	Sean Ceres	On track	Fri 31/12/21
-	59	Prepare revised 2019/20 accounts supported by Deloitte team for presentation to audit.	Mark Brice	Simon Linthwaite	Revised plan (OT)	Sun 31/10/21
O	67	2019/20 accounts approved by UHL Board and submitted to deadline agreed with NHSE/I	Simon Lazarus	Mark Brice	Revised plan (OT)	Thu 2/12/21
O	68	2019/20 updated AFR issued by external audit that demonstrates significant positive improvement in number & materiality of issues vs 2019/20 original AFR	Mark Brice	Simon Linthwaite	Revised plan (OT)	Thu 2/12/21
O	69	2020/21 accounts approved by UHL Board with 'except for' audit opinion and submitted to deadline agreed with NHSE/I	Simon Lazarus	Simon Linthwaite	Revised plan (OT)	Thu 2/12/21
O	70	2020/21 updated AFR issued by external audit demonstrates significant positive improvement in number and materiality of issues vs 2019/20 AFR	Mark Brice	Simon Linthwaite	Revised plan (OT)	Thu 2/12/21
-	75.1	Continue to assess for any further interim finance support required prior to restructure	Simon Lazarus	Jonathan Shuter	On track	Fri 31/12/21
O	88.1	Finance development programme in place, with Executive leadership and clear plan for ongoing delivery	Simon Lazarus	Sean Ceres	On track	Fri 31/12/21
O	88.2	Communication and engagement strategy on financial position and improvement approach in place for the finance function & wider Trust	Simon Lazarus	Sean Ceres	On track	Fri 31/12/21
-	102	Joint Board report between UHL and UHS on progress and achievements of buddy Trust arrangement, shared with NHSE/I ISCS and Regional teams	Simon Lazarus	Jonathan Shuter	On track	Fri 31/12/21