

Trust Board Paper G

To:	Trust Board
From:	Abigail Tierney, Director of Strategy & Innovation
Date:	5th May 2011
CQC regulation:	ALL

Title:	FT / LTFM / IBP Update
---------------	------------------------

Author/Responsible Director: Helen Harrison – Foundation Trust (FT) Programme Lead / Abi Tierney - Director of Strategy & Innovation

Purpose of the Report: To provide the Board with an update on progress with the Trust's FT application and strategic business planning process.

The Report is provided to the Board for:

Decision	<input type="checkbox"/>	Discussion	<input checked="" type="checkbox"/>
Assurance	<input checked="" type="checkbox"/>	Endorsement	<input type="checkbox"/>

Summary / Key Points:

- HDD 1, which commences on 9th May 2011, will be carried out by Ernst & Young. Two assessors will be on site for two weeks.
- Day one will include an off site desktop review of the LTFM, IBP and most recent financial report.
- An Introductory meeting with the Chief Exec, Chairman, Director of Finance and FT Exec Sponsor is scheduled to take place on day two.
- One to one interviews with the Exec and Non-exec Directors and telephone interviews with the SHA, commissioners and internal and external audit will then take place.
- The assessors will also talk to key individuals in Finance and any other individuals prompted by a line of enquiry.
- Key documentation required by Ernst & Young one week in advance includes the LTFM, draft IBP and most recent financial report. Documentation covering 83 other lines of enquiry to be made available during the review, plus further evidence in response to ad-hoc requests during the review process.
- All evidence and ad-hoc requests will be controlled through the FT Project Management Office.
- Ernst & Young's draft report which will be issued on the 25th May will identify key risks and areas to improve and inform our work programme in preparation for our FT application.
- UHL will have two days to comment on points of inaccuracy, the final report which will be issued on 30th May goes to Monitor.
- Weekly FT sessions for the '100' on Friday afternoons, two sessions have already taken place.

<ul style="list-style-type: none"> The Trust Board Development session on 5th May will focus on HDD 1 preparedness. 	
Recommendations: 1) The Board is asked to note and approve this FT / LTFM / IBP update.	
Strategic Risk Register: Yes	Performance KPIs year to date: N/A
Resource Implications (eg Financial, HR)	
Assurance Implications	
Patient and Public Involvement (PPI) Implications The Trust has consulted on the principle of FT status, the benefits, the issues, the governance arrangements and the Trust's vision and values. The Integrated Business Plan and Long Term Financial Model will be subject to future engagement activity with key stakeholders.	
Equality Impact None	
Information exempt from Disclosure None	
Requirement for further review? The FT timeline and deliverables will be reviewed on a monthly basis by the Trust Board.	

Foundation Trust (FT) Application Progress Report

Period covered: to 29/4/2011

Work Stream

Current status

Overall Programme

Historical Due Diligence Part 1 evidence being sourced and quality assured by the work stream leads. All evidence is being submitted through the FT Programme Office. Weekly FT sessions are being held for the '100' on Friday afternoons, 2 sessions have already taken place.



Finance

High level financial risk model developed. First cut downside scenarios and mitigations financially modelled. Further detailed CIP plans to be confirmed for 2011/12 and subsequent years. Downside risks require further work to identify and model the impact through the LTFM / Finance model.



Integrated Business Plan

Divisional IBP's refreshed to reflect outcomes from confirm and challenge sessions, external reviews and themes from the revised Quality Strategy. Project plans and risk assessments for 2011/12 CIP schemes completed. All business cases presented to the Commercial Executive. IBP updated to reflect feedback from external reviews and consistency checked against supporting strategies. Summary IBP produced and draft Efficiency strategy developed.



Governance & Risk

Deloitte report on quality governance review and associated actions presented to GRMC. Executive Team away day facilitated by Deloitte held on 19th April. Quality governance development session for '100 meeting' held on the 15th April. First draft of constitution review with Trust solicitors. Second version of governance chapter of the IBP completed to reflect KMPG and PWC feedback.



Communications & Engagement

Membership Engagement Strategy near completion, due to go to the June Trust Board. FT Communications & Engagement Strategy submitted to 29/3/2011 ET meeting. Communications polling undertaken to measure the take up of Good to Great presentations. Further IBP engagement event planned for the 16th May.



Link to Foundation Trust SharePoint Site

Key: This report ▼ Last report ▲

Foundation Trust (FT) Application Progress Report

Period covered: to 29/4/2011

Overview of the Historical Due Diligence process:

- HDD 1 which commences on 9th May 2011, will be carried out by Ernst & Young, two assessors will be on site for two weeks
- Introductory meeting with the Chief Exec, Chairman, Director of Finance and FT Exec Sponsor followed by one to one interviews with the Exec and Non-exec Directors and telephone interviews with the SHA, commissioners and internal and external audit
- The assessors will also talk to key individuals in Finance and any other individuals prompted by a line of enquiry
- Key documentation one week in advance: LTFM, draft IBP and most recent financial report. Documentation covering 83 other lines of enquiry to be made available during the review, plus further evidence in response to ad-hoc requests during the review process
- All evidence and ad-hoc requests will be controlled through the FT Project Management Office
- Draft report issued 25th May. Will identify key risks and areas to improve and inform our work programme in preparation for our FT application. Two days to comment on points of inaccuracy. The final report which will be issued on 30th May goes to Monitor
- Weekly FT sessions are being held for the '100' on Friday afternoons, two 2 sessions have already taken place. The Trust Board Development session on 5th May will focus on HDD 1 preparedness

HDD 1 Review Timetable

9 th May	<ul style="list-style-type: none"> • Off site desktop review of the LTFM, IBP and most recent financial report
10 th May	<ul style="list-style-type: none"> • Ernst & Young commence on site • AM - Introductory meeting with the Chairman, Chief Executive & UHL FT Team • PM - one to one interviews with UHL's Exec & Non-Exec Directors
10 th – 13 th May	<ul style="list-style-type: none"> • One to one interviews UHL's Exec & Non-Exec Directors continue • One to one interviews with the SHA, Internal Audit, External Audit & PCT's • Review of financial analysis & assumptions
13 th May	<ul style="list-style-type: none"> • Update meeting with the Chief Executive and Director of Finance & Procurement
16 th – 18 th May	<ul style="list-style-type: none"> • One to one interviews continue • Review of financial analysis & assumptions
19 th May	<ul style="list-style-type: none"> • Update meeting with the Chief Executive and Director of Finance & Procurement
19 th - 20 th May	<ul style="list-style-type: none"> • Ernst & Young generate HDD 1 report
25 th May	<ul style="list-style-type: none"> • Draft Stage 1 report issued
27 th May	<ul style="list-style-type: none"> • UHL return comments
30 th May	<ul style="list-style-type: none"> • Ernst & Young issue HDD 1 report to Monitor

FT Application Programme - Progress Report

Period covered: to 29/42011

Programme Sponsor: Abi Tierney

Programme Manager : Helen Harrison

Summary of activity since the last report:

- Actions arising from the Deloitte Quality Governance Review, the SHA review of the trust's FT timeline and the KPMG review of the draft IBP embedded into the work stream project plans and risk logs
- HDD Part 1 specification of requirements received from Ernst & Young - points of clarification raised and responses received
- Overall programme plan updated to reflect Ernst & Young's HDD 1 timetable. This update has no impact on the programme's key milestones.
- HDD Part 1 evidence being quality assured by work stream leads and submitted to the FT programme Office for loading to SharePoint
- One to one meetings arranged between Ernst & Young and members of the Board
- Weekly FT sessions held for the '100' on Friday afternoons, 2 sessions have already taken place. 4 further sessions are planned. The next session will address CIP risk assessments

Problems or delays:

- None

Key milestones / deliverables between now and the next reporting period:

- Submit HDD 1 evidence to Ernst & Young
- Ernst & Young complete the HDD 1 review
- Receive and comment on the factual accuracy of the draft HDD 1 report
- Final HDD 1 report submitted to Monitor
- 4 further FT sessions for the '100' on Friday afternoons

Overall Programme Progress Report

Period covered: to 29/4/2011

Risk Log

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Staff Side national in-principle objection to FT status	5	3	• Regular FT briefings at the JSCNC meetings.	Quarterly	Abi Tierney
			• Staff Side seat on the Council of Governors.	When Council of Governors established	Stephen Ward
No designated SharePoint Administrator Resource	5	3	• Contract in place with Ascribe to provide administration support.	Complete	Malcolm Docherty Malcolm Docherty
			• Interim administration support being provided by the Knowledge Management Team.	Complete	
			• SharePoint Project Board to be established.	1/2/2011	
			• User support requirements to be scoped and agreed with Ascribe.	Complete	

Overall Programme Progress Report

Period covered: to 29/4/2011

Issue Log

Issue Description	Date Raised	Current Status
Detailed review of the FT application project plans (at both programme and work stream level) required as a consequence of the feedback from the Deloitte Quality Governance Review and the SHA review of the trust's FT timeline.	24/3/2011	Active
Building organisational momentum in preparation for the trust's FT application.	23/3/2011	Active
Actions arising from the Deloitte Quality Governance Review and the SHA review of the trust's FT timeline to be embedded in the four work stream project plans and risk logs / mitigating actions.	23/3/2011	Active

Finance Work Stream Progress Report

Period covered: to 29/4/2011

Work Stream Programme Lead: Martin Maynes

Work Stream Executive Lead: Andrew Seddon

Summary of activity since the last report:

- Finance Model refreshed to 2011/12 baseline
- High level financial risk model developed
- First cut downside scenarios and mitigations financially modelled
- Risk workshop held with Trust Board 7th April 2011.

Problems or delays:

- Further detailed CIP plans required to be confirmed for 2011/12 and subsequent years
- Detailed finance, workforce and activity plans yet to be developed for the next 3 years
- Downside risks require further work with the Board / Executive Team to identify and model impact through LTFM / Finance model

Key milestones / deliverables between now and the next reporting period:

- HDD1 evidence to be finalised
- Refresh LTFM to new version and 2011/12 baseline
- Major refresh of assumptions in LTFM and Finance model
- Major revision to Finance IBP chapter
- Major revision to Finance risk chapter in IBP

Finance Work Stream Progress Report

Period covered: to 29/4/2011

Risk Log

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Generating insufficient cash to sustain our liquidity rating.	5	4	<ul style="list-style-type: none"> Liquidity plan for £20m of internal cash generation under development - needs asset realisation to be effective. Access external funding to restore/strengthen balance sheet. Cash focus in business planning. Extend use of partners to fund capital assets. Liquidity plan reflected in 11/12 Financial Plan 	<p>Achieved</p> <p>Agreed in principle with commissioners</p> <p>Achieved</p>	<p>A Seddon</p> <p>A Seddon</p> <p>A Seddon</p>
Generating sufficient CIPs to match tariff declines – 5% pa minimum.	5	4	<ul style="list-style-type: none"> Incremental CIPs of at least 2% pa. Catch up” innovation to deliver at least 5% one-off. Major schemes to deliver 1-2% pa (e.g. Pathology). Shift demand to lower cost settings (and liberate the assets). Implement a greater process focus – “UHL Lean”. 	31/3/2011	A Seddon
Sustaining financial balance across the LLR health economy.	4	4	<ul style="list-style-type: none"> Further dialogue with commissioners to develop shared QIPP agenda. 	25/2/2011	A Seddon
Shifting to a sustainable post Goodwin Payment by Results (PbR) contract - Relationship with commissioners (current and new).	4	4	<ul style="list-style-type: none"> Engaging now with new GP commissioners, clinician to clinician. Agreement to be reached on services to be de-commissioned. Need to raise our game on all points of contact with GPs. 	30/5/2011	A Seddon

Finance Work Stream Progress Report

Period covered: to 29/4/2011

Issue Log

Issue Description	Date Raised	Current Status
Detailed understanding of the financial implications of PFI scheme under IFRS.	22/2/2011	Resolved
Ability to confidently support the accounting treatment of PFI schemes included in the LTFM	22/2/2011	Resolved
Credible plans to reduce patient private income below the cap (if this is exceeded) once FT status is achieved.	22/2/2011	No longer applicable

Finance Work Stream Progress Report

Period covered: to 29/4/2011

Assurance

Detailed project plans & product specifications in place

On plan / on specification

Resolution of key risks

Status of SHA assurance

Preparedness for HDD Part 1

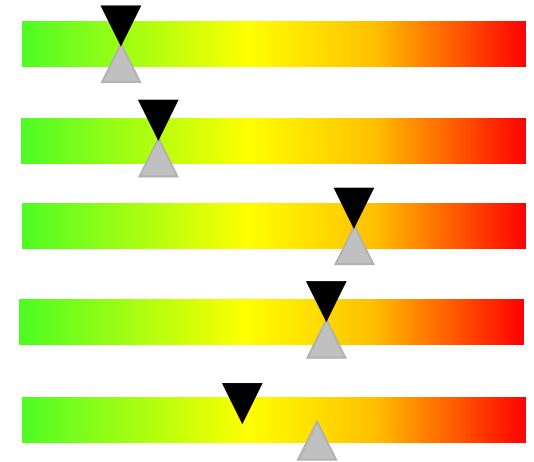
Ability to evidence:

Business plan financially viable and sustainable*

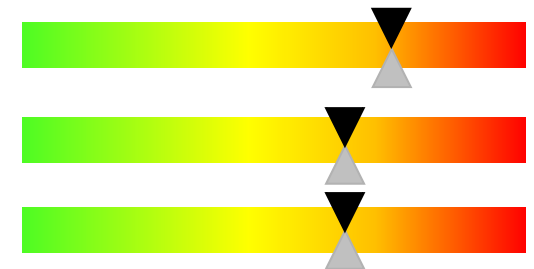
Business plan internally consistent*

Activity & services consistent with user needs and statutory requirements*

Current status



Current status



Key: This report ▼ Last report ▲

* Monitor assessment criteria

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Work Stream Programme Lead: Jane Edyvean

Work Stream Executive Lead: Abi Tierney

Summary of activity since the last report:

Divisional and Clinical Business Unit (CBU) business plans

- Refreshed 5 year IBP for each division to reflect outcomes of confirm and challenge sessions and to reflect recommendations from reviews undertaken by Deloitte, PWC and KPMG
- Developed CIP project plans and completed risk assessments on CIP schemes for 2011/12
- Themes from the revised Quality strategy incorporated within 5 year IBP's for each division
- Draft risk chapters developed in Divisional Business Plans
- Commenced detailed planning for the development of granular workforce, activity, CIP and financial plans for years 1 – 3 of the IBP
- Final set of business cases presented to the Commercial Executive on 6/4/2011

Integrated business plan (IBP)

- IBP presented to the Trust Board 7/4/2011
- Significant progress made in preparing the IBP for HDD stage 1. All chapters updated. Content consistency checked against supporting strategies
- Responded to feedback from Deloitte, PWC and KPMG reviews
- Risk workshop held with the Trust Board 7/4/2011 and the outputs incorporated into the revised risk chapter.
- Findings and associated action plans from Deloitte, PWC and KPMG reviews of IBP presented to the Executive Team 12/4/2011
- Actions agreed with Governance lead to ensure that quality is embedded throughout the IBP and that there are explicit links with the Quality Strategy
- Public summary document of the IBP produced

Enabling Strategies

- Draft Efficiency strategy developed and presented to the Executive Team 18/4/2011
- Final draft Estates Strategy being prepared for submission for HDD1
- Final draft IT Strategy and principles of EPR business case presented to the Strategic Planning Steering Group 13/4/2011
- Workforce strategy (Peoples Strategy) refreshed in preparation for HDD1 submission
- R&D Strategy reviewed by R&D committee 11/4/2011.
- All supporting strategies consistency checked with IBP
- Commenced submission of information of HDD1

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Work Stream Executive Lead: Abi Tierney

Work Stream Programme Lead: Jane Edyvean

Problems or delays:

- Current draft version of IBP contains top down high level planning assumptions beyond year 1
- Development of detailed CIP plans years 1 to 3
- Recruitment to project manager (SRO) posts to support delivery of Trust wide CIP schemes

Key milestones / deliverables between now and the next reporting period:

Divisional and Clinical Business Unit (CBU) business plans:

- Progress Trust wide CIP schemes and recruit to posts to support delivery
- Identify outstanding CIP schemes and develop project plans to support delivery
- Continue to submit evidence for HDD Stage1
- Produce and agree detailed project plans to support the development of granular workforce, activity, CIP and financial plans for years 1 – 3 of the IBP based on an incremental approach
- Divisional teams to meet with CIO to look at how an EPR solution will deliver efficiencies over time

Integrated Business Plan (IBP):

- Finalise version 3 of the IBP in readiness for submission for HDD1
- Submit IBP (version 3) for HDD1.
- Develop first draft of the Quality Chapter
- Ensure quality is consistently reflected throughout the IBP
- Produce detailed project plans to support planning processes that will enable the development of granular workforce, activity, CIP and financial plans for years 1 – 3 of the IBP based on an incremental approach
- Submit supporting evidence for HDD1
- Develop Quality chapter
- Prepare briefing packs for Trust Board Members in advance of HDD Stage 1

Enabling Strategies:

- Finalise and sign off Draft efficiency strategy to be finalised
- Finalise strategies and submit for HDD1
- Finalise draft R&D Strategy with University input
- Identify estates capital requirements for the next 5 years at Divisional level to inform the site reconfiguration programme and the further development of the Estates strategy

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Assurance

Detailed project plans & product specifications in place

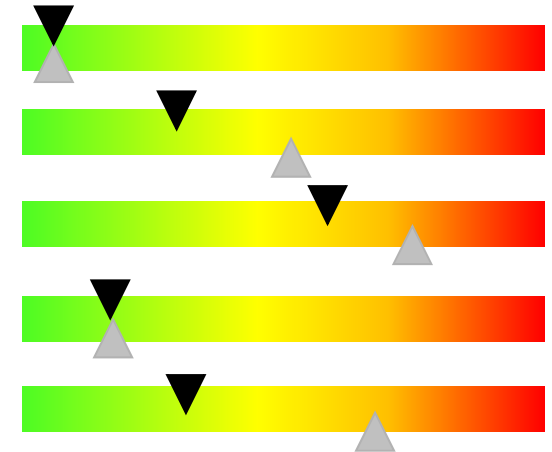
On plan / on specification

Resolution of key risks

Status of SHA Assurance

Preparedness for HDD Part 1

Current status



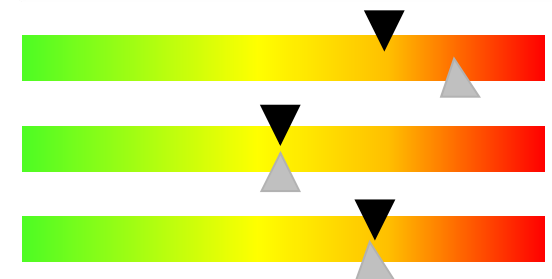
Ability to evidence

Business plan financially viable and sustainable*

Business plan internally consistent*

Activity & services consistent with user needs & statutory requirements*

Current status



Key: This report ▼ Last report ▲

* Monitor assessment criteria

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Risk Log

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Management capacity and headroom given competing priorities to deliver a robust IBP within challenging timescales	5	4	<ul style="list-style-type: none"> Dedicated time allocated to development of the IBP. Ongoing review of resources required to support delivery. Maximise use of strategic planners within Divisions. HR and finance to ensure that CBU's are given the necessary support. 	5/6/2011 5/6/2011 Ongoing Ongoing	Divisional Managers
Development of detailed 3 Year CIP plans (including profitability)	5	4	<ul style="list-style-type: none"> Replan using an incremental approach based on the timeline for delivery of Trust wide and LHE schemes Maximise use of expertise of Divisional finance, business analyst and HR colleagues. Review opportunities from Trust wide programmes and priority projects Continue CBU/Divisional confirm and challenge sessions. Agree efficiency strategy 	5/5/2011 Ongoing 5/5/2011 31/5/2011 19/4/2011	Divisional Managers Suzanne Hinchliffe/ Andrew Seddon Executive team

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Risk Log continued.....

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Development and agreement on detailed 3 Year activity plans	3	5	<ul style="list-style-type: none"> • Agree assumptions that will form the basecase. • Review Divisional plans against commissioner assumptions. 	Completed	Executive Team
			<ul style="list-style-type: none"> • Obtain information on QIPP plans and assess against plans. 	Completed	Divisional Managers
			<ul style="list-style-type: none"> • Develop plans to model at Divisional Level • Model downside scenarios and associated mitigation plans. 		Divisional Managers
Lack of robust longer term cost improvement plans (detailed for 3 years , outline for 3 years).	5	4	<ul style="list-style-type: none"> • Replan using an incremental approach based on the timeline for delivery of Trust wide and LHE schemes 	5/5/2011	Divisional Managers
			<ul style="list-style-type: none"> • Maximise use of expertise of Divisional finance, business analyst and HR colleagues. 	Ongoing	
			<ul style="list-style-type: none"> • Review opportunities from Trust wide programmes and priority projects 	5/5/2011	
			<ul style="list-style-type: none"> • Continue CBU/Divisional confirm and challenge sessions. 	31/5/2011	Suzanne Hinchliffe/ Andrew Seddon
			<ul style="list-style-type: none"> • Agree efficiency strategy 	19/4/2011	Executive team

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Risk Log continued.....

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Recruitment to Project Manager posts to support the development and quantification of opportunity from Trust wide CIP's over the next 3 years.	3	5	<ul style="list-style-type: none"> • Continue to work with Divisional Leads to progress plans. • Recruit to posts. • Source information from other Acute Teaching Trusts and AUKUH • Identify specific areas where external support is required. 	<p>Ongoing</p> <p>May 2011</p> <p>March 2011</p>	<p>Suzanne Hinchliffe</p> <p>Divisional Managers</p> <p>Suzanne Hinchliffe</p>

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Issue Log

Issue Description	Date Raised	Current Status
Questions raised by the Trust Board highlighting areas of concern that will need to be addressed in the next iterations of the Divisional 5 Year integrated Business plans.	3/2/2011	Active - Review with strategic planners 18/4/2011
Lessons learned from recent Foundation Trust Applications need to be embedded in the IBP and Divisional Business plans.	3/2/2011	Active - Review with strategic planners 18/4/2011
The quality agenda is not prominent in Divisional Business Plans – this needs to be strengthened going forward. Outcomes from the quality governance review will need to be reflected in the IBP	16/2/2011	Closed
Development and implementation of a robust action plan to respond to issues raised through the Deloitte, PWC and KPMG reviews. Clarity will be required to ensure that the IBP reflects the relevant actions prior to HDD1.	30/3/2011	Active – Some issues identified will be addressed over time. All issues for action within the current reporting period complete.

Integrated Business Planning Work Stream Progress Report

Period covered: to 29/4/2011

Issue Log

Issue Description	Date Raised	Current Status
Questions raised by the Trust Board highlighting areas of concern that will need to be addressed in the next iterations of the Divisional 5 Year integrated Business plans.	3/2/2011	Active - Review with strategic planners 18/4/2011
Lessons learned from recent Foundation Trust Applications need to be embedded in the IBP and Divisional Business plans.	3/2/2011	Active - Review with strategic planners 18/4/2011
The quality agenda is not prominent in Divisional Business Plans – this needs to be strengthened going forward. Outcomes from the quality governance review will need to be reflected in the IBP	16/2/2011	Closed
Development and implementation of a robust action plan to respond to issues raised through the Deloitte, PWC and KPMG reviews. Clarity will be required to ensure that the IBP reflects the relevant actions prior to HDD1.	30/3/2011	Active – Some issues identified will be addressed over time. All issues for action within the current reporting period complete.

Governance & Risk Work Stream Progress Report

Period covered: to 29/4/2011

Work Stream Executive Lead: Stephen Ward

Work Stream Programme Lead: Sharron Hotson

Summary of activity since the last report:

- Deloitte report on quality governance review and associated actions presented to GRMC on 28/4/11
- ET away day facilitated by Deloitte on 19/4/11
- Completion of evidence submission for revised HDD1 specification
- Quality governance development session for '100 meeting' 15/4/11
- 1st draft of constitution review with Trust solicitors

Enabling Strategies:

- Further Draft of Quality Strategy to be submitted to ET prior to public TB

Integrated business plan:

- 2nd version of governance chapter for IBP completed to reflect KMPG and PWC feedback

Problems or delays:

None

Key milestones / deliverables between now and the next reporting period:

- Receipt and actions from relevant aspects of ET away day
- Recommendations from Audit Committee on Trust corporate governance policies to TB 05/05/11
- Development of quality chapter for IBP

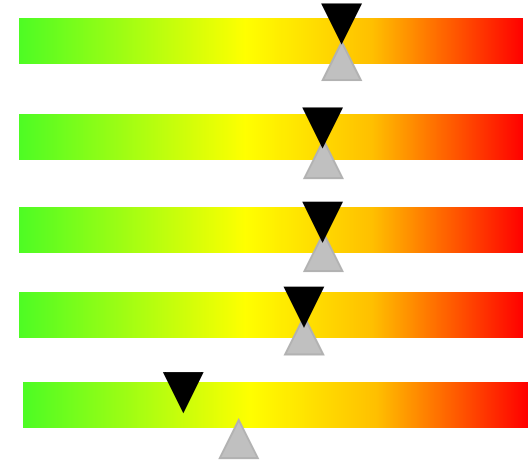
Governance & Risk Work Stream Progress Report

Period covered: to 29/4/2011

Assurance

- Detailed project plans & product specifications in place
- On plan / on specification
- Resolution of key risks
- Status of SHA assurance
- Preparedness for HDD Part 1

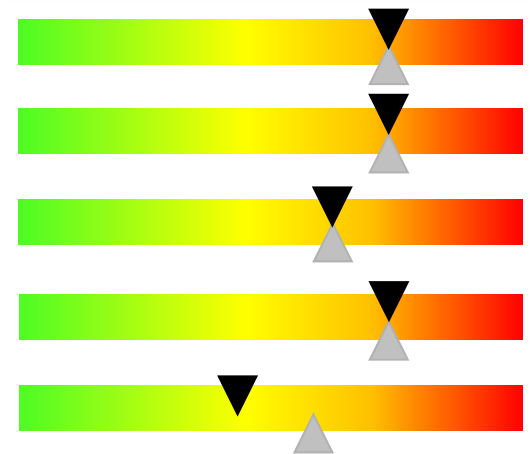
Current status



Ability to evidence

- Legally constituted / meet statutory requirements*
- Well governed*
- Representative and comprehensive governance strategy *
- Performance against existing targets and national core standards*
- Appropriate quality governance arrangements*

Current status



Key: This report ▼ Last report ▲

* Monitor assessment criteria

Governance & Risk Work Stream Progress Report

Period covered: to 29/4/2011

Risk Log

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Robust evidence of adequate quality governance across the organisation	5	3	<ul style="list-style-type: none"> Consultancy support from Deloitte (2 days 2nd and 3rd March). Report received 18/03/11 and action plan being implemented. 1st draft GRMC 28/04/11 	8 th March 28/04/11	Stephen Ward Kevin Harris / Sharron Hotson
Absence of coherent data to Evidence all Board Assurance Statements	4	4	<ul style="list-style-type: none"> Collation of evidence requirements and clarity over required evidence. 	May	Stephen Ward / Sharron Hotson
Robust membership/governor strategy	4	4	<ul style="list-style-type: none"> Draft membership strategy presented at TB development session 6/1/11 and further work required over role of governor in light of Health Bill – to be reflected in updated member and governor development strategy 	May	Stephen Ward
Specific risks from lessons learned from recent NHS FT applications for example early warning indicators and post implementation impact assessments			<ul style="list-style-type: none"> Early warning indicators to be identified and post implementation plan agreed. 		Stephen Ward / Sharron Hotson

Governance & Risk Work Stream Progress Report

Period covered: to 29/4/2011

Issue Log

Issue Raised	Date Raised	Current Status
Need to ensure adequate number of candidates for governors.	18/2/2011	Active
Potential absence of key Board members when reviewing the self Certification.	22/2/2011	Active
Amendments to the wording of the self declarations (i.e. caveating the relevant statement).	22/2/2011	Active

Communications and Engagement Work Stream Progress Report

Period covered: to 29/4/2011

Work Stream Executive Lead: Mark Wightman

Work Stream Programme Lead: Tiffany Jones

Summary of activity since the last report:

- Membership Engagement Strategy almost complete, due to go to the June Trust Board
- Meeting with ERS (Electoral Reform Services) on 07/02/11 to plan election timetable and activities
- Comms polling to measure take up of G2G presentations
- IBP engagement event held on the 28/02/2011. Next event planned for 16/05/11
- FT Communications & Engagement strategy went to 29 March Exec Team. Submission to the Board to be confirmed

Problems or delays:

- Good to Great presentations not getting to staff – in a random survey by comms (w/c 10/02/11) 74.5% of staff asked hadn't been shown the presentation
- Delay with integrating membership strategy with governance and governors
- Delay with creating communications and engagement products for stakeholders

Key milestones / deliverables between now and the next reporting period:

- Membership Engagement Strategy + governor development work – June Trust Board

Communications and Engagement Work Stream Progress Report

Period covered: to 29/4/2011

Assurance	Current status
Detailed project plans & product specifications in place	
On plan / on specification	
Resolution of key risks	
Preparedness for HDD Part 1	
Status of SHA assurance	
Ability to evidence	Current status
Attendance at events for members, stakeholders, staff	
Every member of staff has received the “good to great” presentation and understands the journey to FT and beyond	
Good turnout at the elections and all seats are filled	

Key: This report ▼ Last report ▲

Communications and Engagement Work Stream Progress Report

Period covered: to 29/4/2011

Risk Log

Risk (Scoring 15+)	Likelihood	Impact	Mitigating action	Due date	Owner
Failure to engage staff, which in turn leaves them with a lack of understanding around the FT process and unwilling to support the process			<ul style="list-style-type: none"> Implementation and monitoring of the communications and engagement strategy to address 		Mark Wightman
Robust membership/governor strategy			<ul style="list-style-type: none"> Draft membership strategy presented at TB development session 06/01/11 and further work required over role of governor in light of the Health Bill 		Stephen Ward / Mark Wightman

Communications and Engagement Work Stream Progress Report

Period covered: to 29/4/2011

Issue Log

Issue Description	Date Raised	Current Status
<ul style="list-style-type: none">Lack of engagement with members, which could lead to lethargy about the election process	January 2011	Actions in the communications and engagement plan to address this
<ul style="list-style-type: none">Inability to “sell” the role of the governor and therefore the inability to elect to all of the seats on the Council of Governors	January 2011	Actions in the communications and engagement plan to address this