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Summary Report – Trust Board Meeting (Part 1)	Date: 31 October 2012
Report Title: Fit for the Future Programme Monitoring and Strategic Review	
Agenda Item: 15	Enclosures: Appendix 1 - Short term FFtF Implementation Plan (May - Sept 2012) Appendix 2 - Revised Medium term FFtF Implementation Plan(Oct 2012 - Oct 2013)
Sponsor: Chief Executive	Presenter: FT Director
Report Author: FT Director	
Report discussed previously at:	ET w/c 16th October 2012 TWGM 24th October 2012

Purpose of the Report and Action required		
To report to the Board, by exception, on progress in the Fit for the Future programme of work and bring forward a revision of the medium term plan for approval.	Approval	✓
	Discussion	✓
	Information	✓

Executive Summary of Key Issues
<p>1. FFtF Short Term Plan Exception Report - confirms the short term Fit for the Future (FFtF) plan has been implemented as planned through the period May - end September 2012, including internal audit on what has been delivered. This report confirms the outcome of the internal audit and subsequent reporting to the SHA. A final iteration of the short term plan is attached as appendix 1. It reflects the outcome of the internal audit in full.</p> <p>2. FFtF Medium Term Plan Project - as agreed at the September Board the medium term FFtF implementation plan has been subject to review and amendment by responsible Executive leads and the FT Director making all changes identified by the Board, the internal audit report and relating to the new FT timeline of DH entry in July 2013. It is attached as Appendix 2 and submitted to the Board for discussion and approval.</p>

Fit for the Future Programme Monitoring and Strategic Review

Which Strategic Objective does this paper address	
A sustainable value for money business	N
Excellent service user access and experience	Y
Excellent partnership working with other organisations	Y
Effective engagement and improvement in staff satisfaction	Y

Link to Fit for the Future Implementation Plan	
Specify objective number	All

Corporate Impact Assessment	
Quality and Safety implications	he FFtF plan improves governance, leadership,, clinical engagement and assurance frameworks in the Trust as well as takes action to improve quality and safety activity.
Corporate Risk Register	STR10, STR11, STR 23

Recommendations to other committees
Following approval of the revised medium term FFtF plan to receive from the FT Director a 'cut' of the plan specific to their responsibilities to scrutinise delivery of all relevant actions, offering assurance to the Board or escalating concerns as required.

Recommendation/Decision
<p>The Board is recommended to:</p> <ol style="list-style-type: none"> 1. Note the progress made in implementing the FFtF short term plan and outcome of the internal audit. 2. Approve the closure of the short term FFtF plan. 3. Approve the revision of the medium term FFtF implementation plan noting that further action is required in 4 action areas by responsible Executive Leads. <p>Receive further updates from all 4 FFtF scrutinising Sub-Committees that have taken place since the September Board meeting.</p>

Fit for the Future Programme Monitoring and Strategic Review

1. Overview

- 1.1. This paper reports the position with regard to the delivery of the Fit for the Future Implementation Plan (short and medium term) from 17th September 2012, following submission of the last monthly Board report. It reflects the position as of 23rd October 2012.
- 1.2. Relevant Board Sub-Committees also report monthly to Board on progress on specific FFtF actions allocated to them - raising and escalating issues or concerns as required with the Board. Relevant NED Chairs will report to Board on Fit for the Future actions accordingly under this item:
 - Quality and Safety Committee - NED Chair: Tony Gallagher
 - Employee Strategy and Engagement Committee - NED Chair : Lee O'Bryan
 - Audit and Risk Committee - NED Chair : Tony McNiff
 - Finance and Planning Committee - NED Chair : Alison Paine
- 1.3. Section 2 of this report summarises progress on the short term plan. A final progress report against the FFtF short term plan is attached as appendix 1 incorporating the findings of the internal audit.
- 1.4. Section 3 brings forward a review of the medium term plan for approval. It is attached as Appendix 2.

2. Analysis - Short term FFtF Implementation Plan

- 2.1. The short term FFtF plan ran from May - September 2012 to pump prime organisational change in response to the independent review of governance and management arrangements. It is now completed and recommended for closure.
- 2.2. The internal audit of implementation of short term actions took place from 5th -21st September 2012, reporting to the Risk and Audit Committee on 25th September 2012. A final iteration of the short term plan and summary of the outcome of the internal audit was reported to the SHA at the end of September as required, and in preparation for the Stage 2 DH/NTDA FT Escalation meeting on 2nd October 2012.
- 2.3. Appendix 1 confirms that of the 45 short term actions in the FFtF implementation plan, 36 have been delivered in full and are green. Internal audit has identified significant progress being made in the remaining 9 amber rated areas - which have slipped against timescales - and made recommendations accordingly which have been accepted in full by the Risk and Audit committee.
- 2.4. Some of these amber rated areas already had follow on actions in the medium term plan that have been adapted to accurately reflect the work needed due to timescales

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that have slipped. Other actions have been moved to the medium term plan to ensure they are concluded and monitored - see section 3.

3. Fit for the Future Medium Term Plan (October 2012 - October 2013)

- 3.1 Work is ongoing to implement the medium term FFtF plan having been widely circulated in the Trust from June-July 2012.
- 3.2 Following the internal audit a review has been undertaken by Executive leads and the FT Director to incorporate into the plan recommendations of the internal audit and changes related to the revised FT pipeline dates proposed at the Stage 2 FT escalation meeting with the DH/NTDA on 2nd October 2012. This revised draft has been discussed at the Trust wide Management Group prior to Board approval being sought.
- 3.3 The revised medium term FFtF attached as Appendix 2 for approval by the Board. It contains 29 actions - all of which are pending except one which is green (recruitment of a Chief Executive). A small number of actions are pending final conclusion by the Executive leads for Operations, People and Finance and Commerce and will be reported to the November 2012 Board for approval.

- 3.4 The outstanding revisions are highlighted in red in Appendix 2. They relate to redrafting actions around:-

- the piloting and roll out of Evidence Based Co Design
- the implementation of Service Line Management

and confirmation of delivery dates relating to

- ensuring there is a Patient statement in all staff job descriptions which has been further delayed.
- recruitment of vacant Service User Involvement posts now in Operations - funded by a transfer of resources from NCAS in short term FFtF plan.
- the implementation of the electronic appraisal system (Inspire) which has been delayed pending the implementation of New Ways of Working.

- 3.5 Amber actions from the short term FFtF plan that have either been strengthened, or added to the revised medium term plan running from October 2012 to October 2013 are:

- recruiting substantively to a number of Executive post including Chief Executive, Medical Director and successor posts to the Director of Operations
- developing and oversight of revised Trust, SBU and local governance structures to support improved quality assurance
- strengthening and developing the Trust Professional Council
- piloting, and roll out in Operations of, Evidence Based Co-Design (EBCD) to involve users/carers with clinicians in service and quality improvement

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- improving appraisal rates and further embed supervision prior to implementation of electronic appraisal system (Inspire)
- embedding CPA improvement in the Trust Quality Account

4. Recommendations

The Board is recommended t:

- 4.1 Note the progress made in implementing the FFtF short term plan and outcome of the internal audit.
- 4.2 Approve the closure of the short term FFtF plan.
- 4.3 Approve the revision of the medium term FFtF implementation plan noting that further action is required in 4 action areas by responsible Executive Leads for Operations, People and Finance and Commerce.
- 4.4 Receive further updates from all 4 FFtF scrutinising Sub-Committees that have taken place since the September Board meeting.

5. Report Author and Contributor

Report author - Jane Britton, FT Programme Director

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For the Part 1 Session sponsored by Chief Executive		
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