

## **Programme Director's Report to Sponsor Boards**

**June 2018**

### **1. Programme Plan – Progress Update/RAG Rated Delivery Dashboard**

The purpose of this report is to provide sponsor boards with an update of progress on programme delivery since the last meeting. This report has been submitted to Programme Board on 29<sup>th</sup> June 2018.

The report covers off some minor changes in the work streams governance within the Programme for information

A summary of the Consultation process that started on 30<sup>th</sup> May and will run to midnight on 4<sup>th</sup> September is included in the report.

Three of the 8 public events planned have now successfully taken place and both the Telford, Shrewsbury and Newton Exhibition Events were well attended by the public with 138, 148 and 111 respectively counted at each event. Clinicians and staff volunteers manned a variety of stands, whilst senior executives were available to answer questions throughout the events. Feedback on the approach and usefulness of these events has been very positive from the public. An opportunity to hear directly from clinicians was welcomed and very informative.

CCG Leaders are also attending partner and stakeholder events and meetings in order to report and update on the process as well as receive feedback on consultation process itself.

The Programme will need to ensure sufficient capacity and resources are available to support the remaining exhibition and Pop up events as well as additional requests, particularly as we head towards the holiday season.

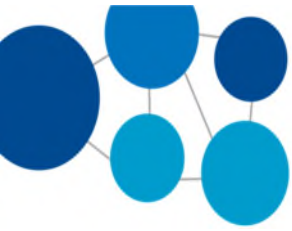
There will be a mid-point review of the consultation process around 9<sup>th</sup> July and this will enable the team to review and reflect on progress and process with a formal report submitted to the July Programme Board and a Joint HOSC.

The Programme continues to review its approach to responding to FAQs and to any media pieces that run. Where misleading information is presented, it continues to look to correct this either through social media and/or through working directly with the media on proactive pieces. The Programme communications team are working closely with media who attend and report from each public event.

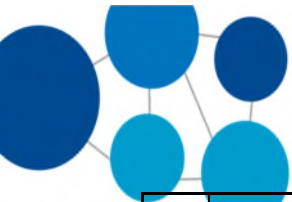
A Consultation Update will be presented to Boards as a separate presentation this month.

The post-consultation process has been discussed with NHSE and a formal response to the requirements for the next phase post consultation is expected shortly.

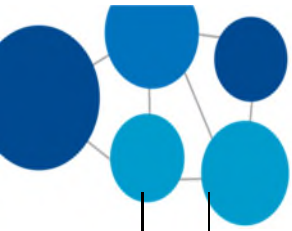
The table below is a summary RAG rated dashboard of the status of delivery of the key components of the Future fit Programme Plan. It includes a summary narrative of key risks and/or issues.



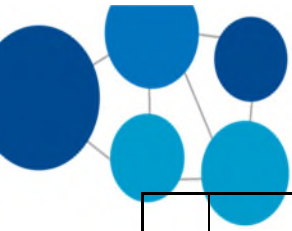
		Last updated	22nd June 2018
		Overall RAG rating	Key Issues/risks
1	<b>Programme Governance</b>		<p>The Programme Board agreed in 2017 that full transition of the governance arrangements to STP governance should not be until the programme moves to project delivery phase, after the consultation process. Some workstreams are now STP wide workstreams:</p> <p><i>The Clinical Design and Clinical Reference Groups- ToR</i> have been reviewed and a Clinical Strategy Group is now in place to accommodate the wider STP work. Chaired by Julian Povey.</p> <p><i>Workforce and Finance</i> enabling STP work streams- will incorporate any necessary Future Fit activities.</p> <p><i>The STP Communications and Engagement Work stream</i> will continue to provide resource and capacity for the team.</p> <p><i>An STP Travel and Transport Group-</i> has been established with an independent Chair, Barry Thurston. The STP programme Director leads this work which will incorporate the recommendation and any mitigation plans of the impacts identified in the IIAs.</p> <p><i>The Assurance Workstream-</i> remains a dedicated Future fit programme workstream and is to develop and ensure the effective implementation of a comprehensive Programme Assurance Plan. This is to provide assurance to the Programme Board, sponsor Boards, the Joint Health Overview and Scrutiny committee and other external parties regarding the governance, management and decision making within the programme.</p> <p><i>The IIA Workstream ToR</i> has been refreshed and a new Chair appointed: Bev Tabernacle.</p> <p>Updates at key points in the programme will be brought back to programme board.</p> <p>Capacity and resources in terms of continuity of staff for the Programme have been and continue to be challenging. Additional resources have been identified.</p>



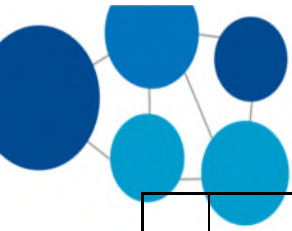
2.	<b>Impact Assessment Mitigation Plans</b>		<p>Based on the draft mitigation plan, priorities have now been formulated and were submitted to the Programme Board in May for approval. The key priorities requiring updates by the end of the consultation process are as follows:-</p> <ol style="list-style-type: none"> <li>1. Quality Impact Assessments</li> <li>2. Local Maternity Services and Maternity Services Review</li> <li>3. Travel and Transport and ambulance modelling</li> <li>4. Finding and impacts on Paediatrics</li> <li>5. Trauma response</li> <li>6. Equality and Seldom Heard Groups</li> <li>7. System wide Workforce Transformation Plan</li> <li>8. Neighbourhoods and Care Close to Home Programmes</li> <li>9. Public awareness campaign and education relating to new service model and reconfiguration</li> </ol> <p>A verbal update from the meeting on 26<sup>th</sup> June will be given where progress on priorities will be reported.</p>
3	<b>Consultation Update</b>		<p>The Formal consultation process commenced on 30<sup>th</sup> May and will run to 4<sup>th</sup> September.</p> <p>To maximise engagement with the general public, a variety of public consultation events have been planned or have taken place including the 8 Public exhibition events</p> <p>70+ Pop up events raising awareness of the consultation process</p> <p>Presentations to local councils, JHOSCs, Voluntary sector</p> <p>Focused engagement with seldom heard groups/protected characteristics</p> <p>Extensive media coverage</p> <p>Attendance at a variety of local events across Shropshire and Telford &amp; Wrekin</p> <p>A midpoint review is planned in July to assess the progress of the consultation and to take on board any early recommendations in relation to the process and feedback.</p>
	<b>3.1 Public Exhibition Events</b>		<p>Eight exhibition events are either currently planned or have taken place as below:-</p> <p>6<sup>th</sup> May – Telford          7<sup>th</sup> May - Shrewsbury          28<sup>th</sup> June – Newtown          4<sup>th</sup> July – Ludlow          11<sup>th</sup> July – Wellington          25<sup>th</sup> July – Bridgnorth          2<sup>nd</sup> August – Market Drayton          15<sup>th</sup> August – Oswestry</p> <p>The events have been planned to maximise engagement with the general public and clinical staff. Stands relating to emergency Care, Urgent Care, Womens and Childrens,</p>



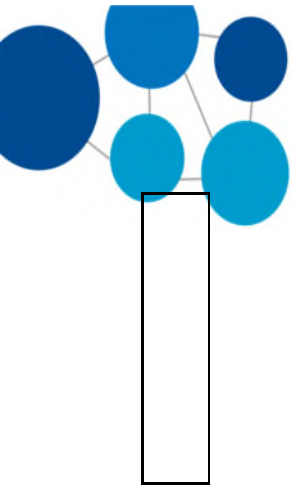
			<p>Outpatients and Diagnostics, Planned Care and general enquiries are available. Each stand has also been supported by managers and their staff to answer public questions and capture key themes to support the consultation process.</p> <p>Health and Wellbeing and CHC stands are also manned at all events to capture key themes.</p> <p>Following on from the first two exhibition events, it was suggested a formal Travel and Transport stand should also be included and this will be supported with colleagues from the ambulance service and local councils.</p> <p>Further events will be considered following analysis available at midpoint review.</p> <p>At each event members of the general public's comments have been noted by scribes and these will be collated as part of the final consultation report that has been commissioned from Participate on behalf of Future Fit. The general public were also encouraged to complete the surveys which will also be submitted to Participate and will also form part of the report.</p> <p>The information from all these events will also been used to further develop the FAQs and weekly updates will be made to the web site.</p>
	<p><b>3.2 Pop-Ups</b></p>		<p>The Pop-ups sessions were designed and scheduled to raise awareness of the consultation and have been manned by an external company. The purpose of the pop ups was to provide an opportunity to publicise and signpost people to the main public events and to hand out the consultation material. Following the two initial Pop-up sessions and some concerns raised by the company, it was decided to ensure that programme staff would accompany pop up staff at each event and to review this at the end of June. This will be reviewed to ensure the FF team's capacity is not compromised by a requirement to attend these events which was not anticipated as part of the contract with the organisation. Since the first 2 pop ups the sessions have gone well with no significant issues. A review meeting is scheduled with company w/c 2<sup>nd</sup> July where the proposal to return to the original staffing plan will be proposed. Some of the locations booked have had a low footfall and a review of locations is also being considered to maximise the opportunity to engage with the general public.</p>
	<p><b>3.3 Seldom Heard Groups/Protected characteristics</b></p>		<p>As part of the Future Fit Assurance there is a requirement to undertake more focused engagement with seldom heard groups/protected characteristics with an Equality Impact Assessment and mitigation plan produced. In summary the</p>



			<p>work undertaken to date is as follows:-</p> <ol style="list-style-type: none"> <li>1. Enhanced Equality Impact Assessment. An enhanced Equality Impact Assessment is under development to supplement the work done in 2016/17 and a final draft will be available at the July IIA and Programme Board meetings.</li> <li>2. Working with the VCSE sector to sense check the IIA and develop the seldom heard action plan:  In May the Future Fit Team hosted two events with the VCSE sector to (a) update the sector on the consultation process and to ask the sector for support in promoting the consultation. (b) to 'sense check' the findings of the IIA with regard to the 9 protected characteristics and to ask the sector to input into a developing Seldom Heard Action Plan. Both events were well attended and valuable insight gained regarding who we should be consulting and engaging with, and the method in which groups like to be engaged.</li> <li>3. Commission the VCSE to deliver specific consultation and engagement with seldom heard groups.  The Future Fit Team is working with three organisations to deliver specific focus groups and one to one conversations with seldom heard in Shropshire, T&amp;W and Powys. The three organisations are: Rural Community Council – Shropshire; Impact – T&amp;W; PAVO – mid Wales.  The results of this work will form part of the consultation analysis and will be captured and fed into decision making processes through the risk and mitigation plans. The IIA group will work to ensure that the analysis and feedback from key areas of work are cross referenced and decision makers have full insight.</li> </ol>
	<p><b>3.4 Media coverage</b></p>		<p>The communications and engagement team placed adverts promoting the consultation in 7 local newspapers and had 3 days of adverts on shropshirestar.com at the beginning of the consultation. The newspaper advertising activity will be repeated mid-way through the consultation period.</p> <p>The team supported a week of daily features on BBC Radio Shropshire designed to explain the Future Fit proposals, and has worked with Shropshire Star and other local media outlets to promote the consultation and to produce features that explain the Future Fit proposals. Numerous radio and newspaper</p>



			<p>interviews have been facilitated with CCG and SaTH staff, both before and at the public exhibition events.</p> <p>The team have also provided reactive media relations on an ongoing basis, dealing with media enquiries and correcting misinformation reported in the media where appropriate. A media plan includes a number of proactive pieces over the next 2-3 weeks to include areas raised as part of FAQs for example finance and affordability, staffing, and where the programme have considered new site options previously.</p>
4	<b>NHS Approvals/Assurance Gateways</b>		
	<b>4.1 NHSE further work</b>		<p>As part of the NHSE assurance process, a number of areas were raised that would require further work during consultation period and as the Programme developed its Decision Making Business Case (DMBC):</p> <p><b>Specialised commissioning</b> - The FF are linking with Specialised Commissioning in order to continue to engage on any potential impacts of the proposals around trauma and obstetrics and neonates.</p> <p><b>Ambulance Impact Modelling</b> – The requirement to undertake modelling work in relation to the impact of the proposed options has now been commissioned and a formal report will be available prior to the end of consultation from the travel and Transport workstream.</p> <p><b>IT Strategy</b> – An updated IT strategy is in progress as part of the STP. SaTH is also developing their operational IT strategy to support the new models of care. A report will be requested at a future Programme Board.</p> <p><b>Workforce engagement and transformation plans</b>- encompassing the wider community with Telford &amp; Wrekin and Shropshire CCG neighbourhood and Care Closer to Home Programmes.</p> <p><b>Repatriation</b> - Clarification on any proposed repatriation including Quality Impact Assessments. Further testing of areas for repatriations requested pre DMBC.</p> <p><b>Affordability testing</b>- including the assumptions around investments and efficiency savings and the final clinical model and decision. The DMBC will include updated information.</p> <p>Progress on each of these areas will be reported back to the Programme Board.</p>
	<b>4.2 Post consultation Process and Assurance Gateway</b>		<p>The Post consultation timeline and process is currently being discussed with NHSE and it is anticipated a draft timeline setting out the next steps and process following consultation will be available by the end of June.</p> <p>The Post Consultation Decision Making Business Case will be a key submission into this process.</p>



The Programme will need to consider when it commissions its next Gateway Review of process and will seek advice from NHSE on expectations

<b>Action Status RAG Rating definition</b>	
	Complete/On track
	Delayed/some concern - recovery actions planned or in place. Low risk of materially affecting programme delivery and/or timeline
	Delayed/Much concern - recovery actions planned or in place. Medium to high risk of materially affecting programme delivery and/or timeline
	Deadline not yet reached, delivery on target