Executive Summary

The purpose of the report is to update the Trust Board on a number of issues since the last Programme Board meeting.

The Board is asked to:

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<th>Approve</th>
<th>Receive</th>
<th>Note</th>
<th>Take Assurance</th>
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<td>To formally receive and discuss a report and approve its recommendations or a particular course of action</td>
<td>☐</td>
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<td>To discuss, in depth, noting the implications for the Board or Trust without formally approving it</td>
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<td>For the intelligence of the Board without in-depth discussion required</td>
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<td>To assure the Board that effective systems of control are in place</td>
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The Trust Board is asked to Note the content of the Programme Directors Update and in particular the proposed new role of the Implementation Oversight Group.

Link to CQC domain:

<table>
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<tr>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well-led</th>
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Link to strategic objective(s)

Select the strategic objective which this paper supports

☐ PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare
☐ SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care
☑️ HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities
☑️ LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions
☐ OUR PEOPLE Creating a great place to work

Link to Board Assurance Framework risk(s)

RR 859 Risk to sustainability of clinical services due to shortages of key clinical staff
RR 668 If we are unable to implement our clinical service vision in a timely way then we will not deliver the best services to patients
| Equality Impact Assessment | Stage 1 only (no negative impact identified)  
|                           | Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval) |
| Freedom of Information Act (2000) status | This document is for full publication  
|                                       | This document includes FOIA exempt information  
|                                       | This whole document is exempt under the FOIA |
| Financial assessment | Is there a financial impact associated with the paper? NO |
Programme Directors Update to Sponsor Boards
March 2019

Meeting Date: 4th April 2019

Report Title: Future Fit Programme Directors Update

Presented by: Debbie Vogler, Associate Director Future Fit

Report for Information

Purpose of Report: The purpose of the report is to update the Trust Board on a number of issues since the last meeting including:

- Approach to the implementation of recommendations made by the Joint Committee on 29th January 2019 including the proposed governance arrangements.
- Update on referral by T&W Council to the Secretary of State.

Summary
As the Board are aware, there was unanimous agreement at the CCG Joint Committee on 29th January 2019 to support each of the 7 recommendations made by the Programme Board in December 2018.

The Future Fit Programme now needs to transition from the current governance arrangements as it moves into the implementation phase of the acute reconfiguration which will be led by the Trust. Assurance is required that the recommendations and associated mitigation plans will be taken forward effectively, with clear responsibilities and reporting arrangements and that there is sufficient capacity to progress the work across the system.

After formal handover, the Future Fit Programme Board has completed its function with no further requirement at this point to meet again. As part of that handover, a number of papers were presented to the March Programme Board for discussion and these are summarised below.

Implementation Oversight Group (IOG)
The oversight role of the acute reconfiguration will be taken forward by an Oversight Implementation Group (IOG) with a sponsors and stakeholder membership. It will be key that the current SATH Sustainable Services Programme (SSP) governance arrangements align with this. The IOG will fall within the STP governance structure. Draft terms of reference for the IOG will be presented to the CCG Boards and to the Trust Board for comments over the next month for final approval.
Taking forward Recommendations
How each of the 7 recommendations from the Joint Committee should be taken forward has been set out and approved in principle by the Programme Board. This included proposed leads for each action and any relevant work stream that should take the work forward and report progress into the IOG. It is not anticipated that any new work streams will be necessary, rather a refresh of existing Terms of Reference (ToR) within the STP and possibly the SSP.

Critical to this stage will be ownership of the recommendations by the relevant work stream within the STP. This is particularly key to progressing the mitigations plans as set out in the EIA Mitigation Plan and the Travel and Transport mitigation Plan. It is proposed that the Future Fit Programme Director on behalf of the SROs, formally writes to each appropriate work stream lead to gain assurance that the actions will be taken forward and where necessary any Terms of Reference are appropriately amended.

Together with the arrangements for the Implementation Oversight Group, this should provide assurance to the Future fit Programme Board that there will be effective transition and handover from the current governance arrangements into the implementation phase under the STP.

Communications and Engagement Next Steps
A post decision communications leaflet has been designed and approved by chairs of the CCG and circulated to Providers, CCGs, GP Surgeries, Local Authorities and Healthwatch.

Funding for the Communications and Engagement resource that supported the Future Fit consultation has now come to an end. As part of the handover into the implementation phase, the Programme Board raised some concerns around clarity of roles and responsibilities across the different partners within the STP for communications and engagement going forward and that sufficient capacity and capability is in place. This will be critical to ensuring that the recommendations set out within the Equalities Impact Assessment Mitigation Plan are progressed effectively particularly engagement with seldom heard groups as the business cases are developed. The STP Communications and Engagement Group ToR will be refreshed including the appointment of a new Chair to support this work going forward.

Travel and Transport Mitigation Plan
The Travel and Transport Group have met in February and further refined the mitigation plan including identifying key lead organisations for specific actions. In the proposed new governance arrangements the
Travel and Transport Group will report directly on progress to the IOG. A key issue to resolve is the appointment of a new Chairman for this group.

**Referral to Secretary of State by T&W Council**
We have been formally advised that the Secretary of State has written to the Independent Reconfiguration Panel (IRP) asking them to undertake an initial assessment of Future Fit proposals and requesting a report back no later than the end of May.

NHS England is leading on this process and we are committed to providing all the necessary information. The Programme has already supported NHSE in completing the IRP template submission and making available all the necessary documentation.

Given the current circumstances, the Future Fit SROs have also sought clarification from the Joint HOSC Chairs on how best they could continue to engage with the JHOSC going forward on the plans around the reconfiguration of hospital services. It is anticipated that updates on the mitigation plans to the JHOSC would be expected. A formal response is awaited.

**Recommendation:**
The Board is asked to note the content of the Future Fit Programme Directors Report for March 2019, noting that no further Programme Board meetings are scheduled.