

TRUST BOARD MEETING

26 September 2019

Paper Title:	Update on Well-led Action Plan
Lead Director:	Cathy Elliott, Chair
Paper Author:	Paul Hogg, Director of Corporate Affairs
Agenda Item:	15
Presented For:	Assurance
Paper Category:	Governance & Compliance

Executive Summary:

This paper provides an update on progress against the 30 actions within the Trust's well-led action plan in response to the external review undertaken by Deloitte LLP. The majority of actions have been completed, with a small number of revised dates proposed for completion no later than January 2020. This will allow a final internal desk top review to be undertaken to gather all relevant evidence prior to Deloitte returning in February 2020.

Recommendations:

That the Board:

- Consider the progress on delivering the Action Plan at Appendix 1 and the revised dates for outstanding actions;
- Note and consider the next steps covered in the Chair's report.

Governance/Audit Trail:

Meetings where this item has previously been discussed (please mark with an X):							
Audit Committee		Quality & Safety Committee		Remuneration Committee		Finance, Business & Investment Committee	
Senior Leadership Team	x	Directors		Chair of Committee Meetings		Mental Health Legislation Committee	
Council of Governors (in part)	x						

This report supports the achievement of the following strategic aims of the Trust: (please mark those that apply with an X):	
To provide seamless access to the best care.	X
To provide excellent quality services.	X
To provide our staff with the best places to work.	X
To support people to live to their fullest potential, to be as healthy as possible.	X

This report supports the achievement of the following Regulatory Requirements: (please mark those that apply with an X):	
Safe: People who use our services are protected from abuse and avoidable harm	
Caring: Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	
Responsive: Services are organised to meet the needs of people who use our services	
Effective: Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	
Well Led: The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	X
NHSI Single Oversight Framework	

Equality Impact Assessment:
Not applicable.

Update on Well-led Action Plan

1. Background and Context

In Autumn 2018, Deloitte LLP was commissioned to undertake a review of the leadership and governance arrangements at the Trust using the well-led framework. The Board received Deloitte's external review and recommended actions (in January 2019) and considered an action plan in response to the report (in February 2019). The Board approved an approach and action plan and that an update would be received in 6 months' time. Deloitte LLP have been invited to return to the Trust to provide an external assessment on progress against the original recommendations; the timetable for this and other next steps against the well-led action plan is covered in the Chair's Report (agenda item 6).

2. Project/Proposal

The Deloitte report identified 30 recommended actions that addressed the eight Key Lines of Enquiry (KLOE) within the well-led domain. The Trust action plan, at Appendix 1, identified proposed actions, timescales and lead Directors for each area.

A high level summary of the action plan was presented to the Council of Governors in May 2019 and the Senior Leadership Team has received periodic updates to track progress. The majority of actions in the plan are now complete. Those partially completed are highlighted below with revised deadlines proposed:

- Action 13 (iii): discussions with Committee Chairs still underway reflecting new dashboards (November 2019);
- Action 21: additional training on the new EPR (November 2019)
- Action 25 (3): staff stories will be considered as part of Board meetings (December 2019);
- Action 25 (5): Recommendation not accepted. Considered at SLT and previous experience of diarised 'drop in' clinics has not resulted in much staff uptake. It is proposed that access to Board members would continue with EMT briefings, Chat2Brent emails, individual shadowing and FTSUG channels;
- Action 19: QIA review to Q&SC (January 2020);
- Action 16: new 'Report-Out' boards relating to QI/lean methodology/new Care Group structure and final iteration of BIPR (November 2019);
- Action 7: annual planning process to be developed to ensure that clear objectives for Care Groups and services are established (2019/20 process starting in September 2019);
- Action 12: review internal communication processes as part of new strategy/QI methodology (December 2019); and
- Action 27: Board to more clearly define its appetite for system working (ongoing as part of Board development programme).

3. Legal and Constitutional

Foundation Trusts are required to procure an external review against the well-led framework every three years and report about this or its own internal evaluation each year in the Trust's Annual Report and Accounts.

4. Risk Issues Identified

Risk	Likelihood High/Medium/Low	Implication	Mitigation
Failure to deliver recommendations within the Deloitte report to agreed timescales.	Low	Trust cannot evidence sustained improvements across the well-led domain.	Approval of action plan and monitoring at Board / Senior Leadership Team. Further review of progress by Deloitte in February 2020.