

RED
A/R
A/G
GREEN

Cluster Sign Off	YES / NO (Delete as appropriate)
	By Whom: Andrew Grimshaw

Date	Milestone	Progress	RAG Risk to future delivery	
May 2010	2010-2013 Trust Board development plan approved by CEO and Chairman		GREEN	
31 March 2011	ICO Business Transfer Agreement signed by Trust and commissioners			
1 April 2011	Community services transfer to Trust and ICO created (GREEN)			
	Acute contract signed (GREEN)			
	Newly appointed NEDs commence Trust Board duties (GREEN)			
24 May 2011	Third NED appointed (GREEN)			
April, May and June 2011	All NEDs have undergone induction and orientation to the ICO (GREEN)			
21 May 2011	Haringey children's services contract signed by Trust and commissioners and services transferred to Trust (GREEN)			
	2011/12 QIPP plan approved by Trust Board (GREEN)	Trust Board received the detailed 2011/12 CIP. The Trust is currently reporting a surplus for the year to date (Months 1-6) and is forecasting achievement of the year end surplus control total. The total CIP required for 2011/12 is £19.6m of which £19m has been specifically identified against CIP schemes. Of the remaining £0.6m action plans are in place which will deliver equivalent savings through reductions in recruitment to vacancies and use of temporary / agency staffing. The Trust has achieved 98% of the year to date target at Month 6. Within the £19.6m forecast achievement, the non recurrent element represents only £1.6m (8%).		

June 2011	ICO senior management structure revised and new structure in place (GREEN)	The Executive senior management structure has now been revised and appointments made with new structure in place since 8 June. The Trust has now moved on to the organisational change process for the next tier of management. Consultation closed on 26 July and interviews into the revised management structure will complete by 1 September. Estimated severance costs for this restructure are lower than the funds set aside and the potential benefit of this has not yet been reflected in the CIP reporting.
	ICO service development priorities agreed and transformation work underway (AMBER)	The Trust Board has agreed its five year strategic vision and goals. These are underpinning strategy discussions within clinical divisions. Through a series of events service development priorities have been agreed. Activity and finance modelling are progressing and the trust has commissioned external consultants to assist in care pathway redesign.
July 2011		
August 2011	Quality and safety dashboard developed (Green)	The Trust has a draft quality and safety dashboard that provides longitudinal information on KPIs from the wards, through to top level summaries. This has been approved at the inaugural meeting of the Quality and Safety sub committee of the Trust Board. It is expected that the Q&S dashboard will continually develop to provide Board assurance reflecting the performance of services as they transform to deliver the ICO strategy.
September 2011	FT public consultation begins (Green)	FT consultation launch date of 1 November 2011 to be approved by the Trust Board on 26 October 2011.
	Board to discuss recruitment plan for fourth new NED (GREEN) (21 September)	Decision at the 28 September 2011 Trust Board was to delay the recruitment of the 4th NED until after the organisation becomes an FT.
03-Oct-11	2012/13 QIPP plan finalised (AMBER/GREEN)	<p>11/12 CIP annual target £19.6m - M6 plan = £8.4m, achievement £8.3m (98% achieved)</p> <p>11/12 YTD surplus £700K against annual target of £1m</p> <p>12/13 Acute benchmarking review as per McKinsey - target £4.6m. Trust engaged with SAFE identified cluster organisations (upper quartile Trusts only) directly to benchmark and target specific areas for costs reduction.</p> <p>11/12 full year effect acute services CIP - target £5.3m. Schemes identified and on track including ward closure</p>
GREEN		

12/13 Community staff skill mix review / productivity gain - target £3m. Benchmarking between Haringey and Islington community services. Substantial cost savings delivered in 11/12 through community services vacancies with fye in 12/13

12/13 Reduction in emergency in-patient admissions with associated reduction in costs - target £2.75m. Engaged external consultants to assist in supporting the transformation of care pathways and working with operational managers to deliver the changes.

12/13 Redesign women's and children's pathways - target £1m. Work underway to shift activity to community services and primary care - and reduce marginal costs

12/13 Risk share arrangements with commissioners for increase in market share - target £2.1m. Work will start in November through the contracting round to highlight clinical activity that could be provided by the ICO in a more cost efficient way by repatriating activity from other more expensive local acute providers into community services

12/13 shared services, procurement and estate rationalisation - target £2.4m. Community non - pay procurement savings now managed by Whittington procurement with target saving of 10% by 2013/14. Whittington provided shared procurement service with RFH will expand to include other UCLP parties and achieve economies of scale. Working with UCLP to rationalise back office functions. Working with NCL estates to agree pass through costs and property transfers that will inform the Estate strategy and enable estate rationalisation.

		Non recurrent CIP in 2011/12 estimated at £1.6m. Reduces total 2012/13 programme to £19.55m	
30 December 2011	Agree new ICO payment mechanisms that might be reflected in 2012/13 contract		
January 2012	First draft Foundation Trust Integrated Business Plan (IBP) and Long Term Financial Model (LTFM) approved by ICO Trust Board & submitted to NHS London		
March 2012	ICO Historic Due Diligence part one undertaken		
COMMENTS - Overall Delivery:	Your overall delivery RAG rating is GREEN . Nothing to note. Commissioner agreement, although not sited on the overall Trust financial position so final assurance on this item will need to come from the SHA.		