

**The Whittington Hospital NHS Trust**  
**Action Plan arising from the Ernst & Young Stage 2 Due Diligence Review February 2008**

<b>E&amp;Y Ref:</b>	<b>E&amp;Y assessment and Recommendations</b>	<b>Action identified by Trust</b>	<b>Timescale</b>	<b>Lead Director and support</b>	<b>Trust progress report</b>
	<b>Corporate Governance</b> <b>No further recommendations</b>				
	<b>High level controls including financial controls and reporting</b>				
Executive Summary (ES) ES P40 Ref: P52	The trust should ensure that the Board reviews the AF quarterly in line with recommended practice	Assurance Framework and related documents discussed at March 2008 Trust Board. Committee structure to be reviewed. AF policy approved incorporating requirement to report to Trust Board quarterly.	Immediate	<b>MB</b>	
ES P40 Ref: P52	The trust should develop detailed CIP plans for 2009-10 at the earliest opportunity., where the split between income, pay and non-pay and recurrent v non-recurrent is provided.	Full year effects of 2008/09 plan to be confirmed, along with a programme of initial discussions with Directors over themes and potential areas of efficiency gain. Outline programme with indicative costing to be reviewed by ET before further detailed work takes place. SLR work to inform areas of low contribution.	April/May 2008	<b>RM</b>	
ES P40 Ref: P 54	The trust should include within its monthly board reporting, its performance against Monitor's key financial ratios	Finance report and/or dash board to show components of risk rating	April 2008	<b>RM</b>	
	<b>Risk management</b>				
ES P40 Ref: P 61	The risks associated with achieving the Trust's strategic objectives should clearly map between the AF and IBP	Further review of section 2 of the IBP to be undertaken. Risks have been assigned to the 10 strategic objectives. Full audit and reconciliation of risk documentation throughout the Trust to be completed to allow comprehensive mapping between IBP, AF and Risk Register	End July 2008	<b>SS MB DW</b>	
	<b>Management reporting framework</b>				

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ES P40 Ref: P 67	The trust should ensure that the timetable for delivering dashboard reporting is met and that the systems and processes associated with its production are embedded	Development work to continue but basic format to be confirmed at April Trust Board as planned. Monthly reporting thereafter. Further work to refine drill down reports and to test appropriateness of proposed thresholds. ET to act as project board.	Review September 2008	<b>SS/DE</b>	
ES p40,41  Ref: P 53,67	The trust needs to demonstrate that the processes associated with financial forecasting are embedded and working effectively.	Complete review of 2008/09 plans and beyond. Particular emphasis on audit trail between years and understanding the income changes. All assumptions/methodology to be shared widely during the process and agreed before being included in the LTFM.  Cash flow forecasting already on a rolling 12 month basis with explanation of variances. Regular review of Debtor and creditor position as part of regular internal finance meetings.  LTFM forecasts will test the cash impact of risks and planning assumptions against the working capital facility and the risk rating	April to July	<b>RM</b>	
	<b>IT arrangements</b>				
ES	The trust should ensure that the the IM&T strategy is ratified at the earliest opportunity	IM&T annual workplan agreed by ET and HMB. IM&T strategy to be submitted to the May Trust Board.	15 May 2008	<b>GW</b>	