

## TRUST BOARD

---

**Title:** KEY ISSUES AND ESCALATION POINTS  
**Name of Committee:** INFRASTRUCTURE COMMITTEE  
**Committee Chair:** GARY TUBB  
**Meeting Date:** 30<sup>th</sup> October 2023

---

### Summary of key messages:

#### Brookfields Hospital and Princess of Wales Hospital (PoW)

Project updates for both sites were presented by Richard Dickson, Project Director:

##### Brookfields, Cambridge

- The feasibility study being carried out provided an opportunity to consider options to reconfigure services.
- The 'system' viewed Brookfields as an important site to support health service delivery.
- A significant amount of capital funding would be required to redevelop the site which would be greater than the amount generated from the sale of part of the site.
- The Cambridgeshire & Peterborough Integrated Care Board (C&P ICB) had been offered a potential alternative development opportunity at the Abbey Stadium, also in central Cambridge, to build a standalone health building.

##### PoW CDC, Ely

- Project works were on track with phase 1 due to be completed by mid-January 2024 and the whole project by March 2024.
- The MRI scanner was scheduled to arrive on 1 December 2023.
- North West Anglia Foundation Trust (NWAFT) were conducting a consultation exercise to determine the future location of its outpatient services.
- Funding for the remainder of the redevelopment had still not been secured.

#### Performance Reports

*Reasonable* assurance was taken from the core reports presented to the Committee:

➤ Estates & Facilities Management services:

- The format of the report was under development and now contained RAG ratings to provide a clearer picture of the current situation across the Trust's estate.
- The CDC at North Cams Hospital (NCH) was complete and had been handed over to CUH in September. It is expected to be operational in November 2023.
- Funding to demolish NCH buildings affected by RAAC (Reinforced Autoclaved Aerated Concrete) had been agreed for financial year 2023/24. The submission for financial year 2024/25 had been re-submitted to reflect a more accurate position and finalise formal approval. This had provided an opportunity to revisit plans for the site and conversations had started with neighbouring partner Trusts for potential projects.
- Vacant space at Northfield House, North Walsham, had now been mostly filled by the Norfolk MHST (Mental Health Support Team) service.

➤ ICT Management service and digital developments:

- All KPI's had remained compliant for a six-month period.

- 91% of users who had completed a customer service survey gave positive results in August 2023.
- The digital MVP (Minimum Viable Product) for the integrated front door had moved into the development phase.
- A New Modern Data Platform was deployed in July 23; now implementing processes internally starting with Dentally, Datix and ESR (Electronic Staff Record).
- A Health Inequalities new MVP dashboard was being developed along with a new Dental MVP.
- A fix to resolve software issues with Idox had been developed and was currently being tested by services.
- Metrics to ensure that services remained 'cyber-secure' were being reviewed by the Information Governance Steering Group and Quality, Improvement and Safety Committee.

### **Bi-Annual update on implementation of Estates and Digital Strategies**

- Both management areas were progressing well with the Year 1 priorities.
- Given that the Premises Assurance Model was not formally audited, it was agreed that a sensible approach would be to add a deep dive to the internal audit plan for 2024/25.
- Health and Inequalities data would be an underlying factor in identifying future projects.
- Work would continue to harmonise and align both the Estates and Digital strategic updates.

### **Reports from Committee Sub-groups**

- Health and Safety Group / Infection Prevention and Control (IPaC)
  - There were no escalations to report.
  - The Terms of Reference were reviewed, with an additional Electrical Safety sub-group added (this was ratified by the Infrastructure Committee).

### **Risk Review**

- Summaries of risks rated 12 and above from both Datix (organisational) and Verto (project) were reviewed, as well project and organisational issues with a consequence of 4 (Major) or 5 (Catastrophic).
- A detailed progress report on current Fire Actions being implemented across the estate (Risk ID: 2939) would be presented at the next meeting in February.

### **Emerging Risks/Issues**

- Shared Care Records – despite pressure from the C&P ICB, Orion have yet to fully re-engage in the development and deployment of Phase 2 of this project.

### **Examples of Outstanding Practice or Innovation:**

- An Integrated Reporting Assurance Framework was under development; this would provide clearer reporting lines across all areas of assurance in future reports.
- A productive development session took place before the formal committee; the outcomes would be used to inform the committee's terms of reference and cycle of business for 2024/25.

Author:	<b>Mark Robbins</b>
Job Title:	<b>Director of Finance and Resources</b>
Date:	<b>November 2023</b>