

## TRUST BOARD

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**Title:** KEY ISSUES AND ESCALATION POINTS  
**Name of Committee:** INFRASTRUCTURE COMMITTEE  
**Committee Chair:** GARY TUBB  
**Meeting Date:** 4<sup>th</sup> September 2023

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### Summary of key messages:

#### Performance Reports

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

- Estates & Facilities Management services:
  - Update on the identification of Reinforced Autoclaved Aerated Concrete (RAAC) at North Cambs Hospital (NCH), a specialist survey was instructed to confirm the condition and level of risk associated with the RAAC elements. This confirmed that whilst apparent deflection was not extreme the lack of end bearing posed a significant risk of failure. A business case has been submitted to regional and national teams; an outcome was expected later in September.
  - The Department for Education (DfE) had confirmed that the Trust could continue to deliver its services from Redgrave Gardens, Luton.
  - Negotiations were expected with a number of leases that were due for renewal, particularly for iCaSH services.
  - The report demonstrated a clear alignment with service priorities.
- ICT Management service and digital developments:
  - All KPIs for SBS were compliant for the full quarter.
  - Customer satisfaction survey results stood at 92% (with a 12% response rate, which was in line with industry standards). The development of a Service Improvement Plan had been instrumental in achieving this progress.
  - All three actions following the recent cyber audit had been implemented and therefore reduced the overall risk to the Trust of a ransomware attack; risk 3514 had been reduced to a rating of 12 to reflect this.
  - The digital MVP (Minimal Viable Product) for the integrated front door had been signed off by the Norfolk & Waveney ICB.
  - The New Modern Data Platform was deployed in July 2023. This was a new data warehouse infrastructure and would provide robust governance structures around data production and a more comprehensive catalogue of all data held by the Trust.
  - Following the recent i-Hub success with the iCaSH service, further work was now underway to explore opportunities across all of the Trust's services.
  - The majority of projects identified in the Digital Transformation Strategy were now underway and helping to open conversations across the services around service improvement.

#### Green Plan

- A bi-annual update was presented which provided a *Reasonable* level of assurance:
  - There were 17 Green Champions in place across the Trust who formed a proactive group and met on a monthly basis.
  - Good comms work was in place, in particular a dedicated webpage on the staff intranet.

- There had been an increase in the number of staff opting for Ultra-Low emissions vehicles (ULEV) and Zero emissions vehicles (ZEV).

### Reports from Committee Sub-groups

- Digital Transformation Board
  - Issues remain with Shared Care Records across all three systems and had been escalated to NHSE to resolve.
  - Conversations had begun around the scope of RPA (Robotic Process Automation).
- Health and Safety Group / Infection Prevention and Control (IPaC)
  - There were no escalations to report.
  - The approach towards specialist areas was proving effective and an Electrical Safety Group was soon to be added to the group's portfolio.
  - Support for services around tackling violence and aggression continued to be provided.

### Risk Review

- A detailed annual review of infrastructure risks assigned to the committee and its sub-groups provided a *Reasonable* level of assurance.
- 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).
- The reports demonstrated that there was a robust risk and issue management process in place across the Trust.

### PoW update

- Delays with the car park development have impacted the timing of both the land swap deal and ILS's (Independent Living Suites).
- No further progress had been made with the C&P ICB in obtaining additional funding for the wider PoW project; this related to Risk ID: 3475 and was included on the Trust's Board Assurance Framework.

### Emerging Risks/Issues:

- Risk ID: 3475 (currently rated 12) - no further progress with the C&P ICB in identifying additional funding for the wider PoW project.
- The implications of delays with the PoW car park.
- Identification of RAAC at North Cambs Hospital, with immediate mitigation in place and a case submitted for complete eradication.

### Examples of Outstanding Practice or Innovation:

- Improvements to the IT service provided by SBS, including a 92% satisfaction survey rate.
- A deep dive around providing robust assurance through current reporting methods would be considered by the committee at a development session planned for 30<sup>th</sup> October.

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