

## Trust Board

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Title:	<b>Chief Executive report</b>
Action:	<b>FOR APPROVAL</b>
Meeting:	<b>16<sup>th</sup> March 2022</b>

### Purpose:

The report sets out the Trust's continued response to the COVID19 pandemic and the key risks and issues impacting the Trust.

Board cycle of business, terms of reference for 2022/23 have been updated and are presented to be adopted by the Board.

### Recommendation:

The Board is asked to:

- (i) Note the content of the report.
- (ii) Accept and agree to the Board Assurance Framework as an accurate reflection of the strategic risks facing the organisation.
- (iii) Accept and agree the revised Board Terms of Reference and Annual Business Cycle for 2022/23.
- (iv) Delegate approval of the Annual Report to the Trust's Chair and Chief Executive in line with the timetable outlined in 4.11.

### Appendices:

Appendix A - Board Assurance Framework Assurance Matrix

Appendix B – Board Terms of Reference

Appendix C – Annual Business Cycle for 2022/23

	Name	Title
Author & Executive sponsor	Matthew Winn	Chief Executive
	Rachel Hawkins	Director of Governance and Service Redesign
	Mercy Kusotera	Trust Secretary and FTSU Guardian
	Karen Mason	Head of Communications

### Trust Objectives

Objective	How the report supports achievement of the Trust objectives:
Provide outstanding care	The Board assurance framework and risks, describe the issues facing the Trust to provide great care

Collaborate with others	Not covered in this report
Be an excellent employer	Support for staff during the pandemic is key to ensure staff are protected and able to work effectively.
Be a sustainable organisation	Not covered in this report

**Equality and Diversity implications:**

Objective	How the report supports achievement of objectives:							
To support the development of a Trust wide Anti-Racism Strategy and Organisational Development Plan.	Not covered in this report							
To finalise the roll out of reverse mentoring as part of all in house development programmes.	Not covered in this report							
We will measure the impact of our virtual clinical platforms, ensuring that they are fully accessible to the diverse communities we serve.	Not covered in this report							
We will ensure that the recruitment of our volunteers are from the diverse communities they serve.	Intrinsic in the development of the vaccination programme as referenced in section 1.2							
Are any of the following protected characteristics impacted by items covered in the paper No								
Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## RESPONSE TO COVID19 PANDEMIC

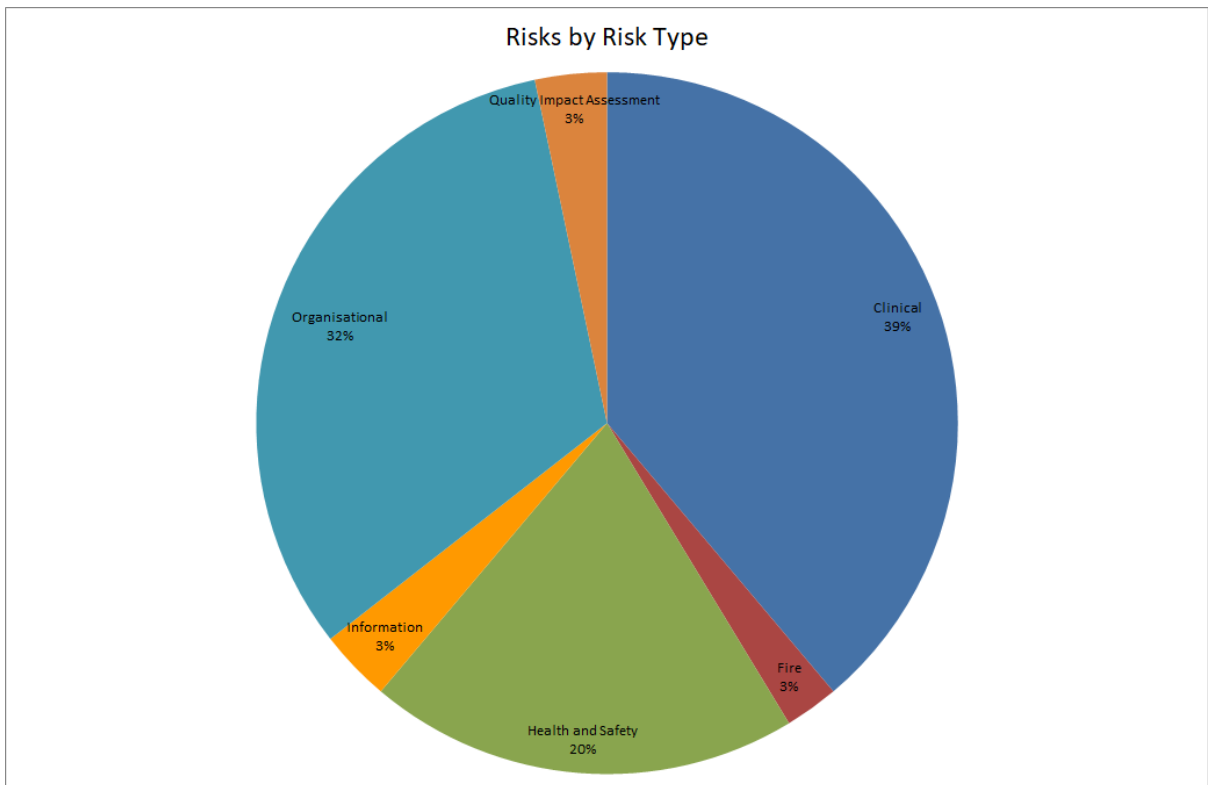
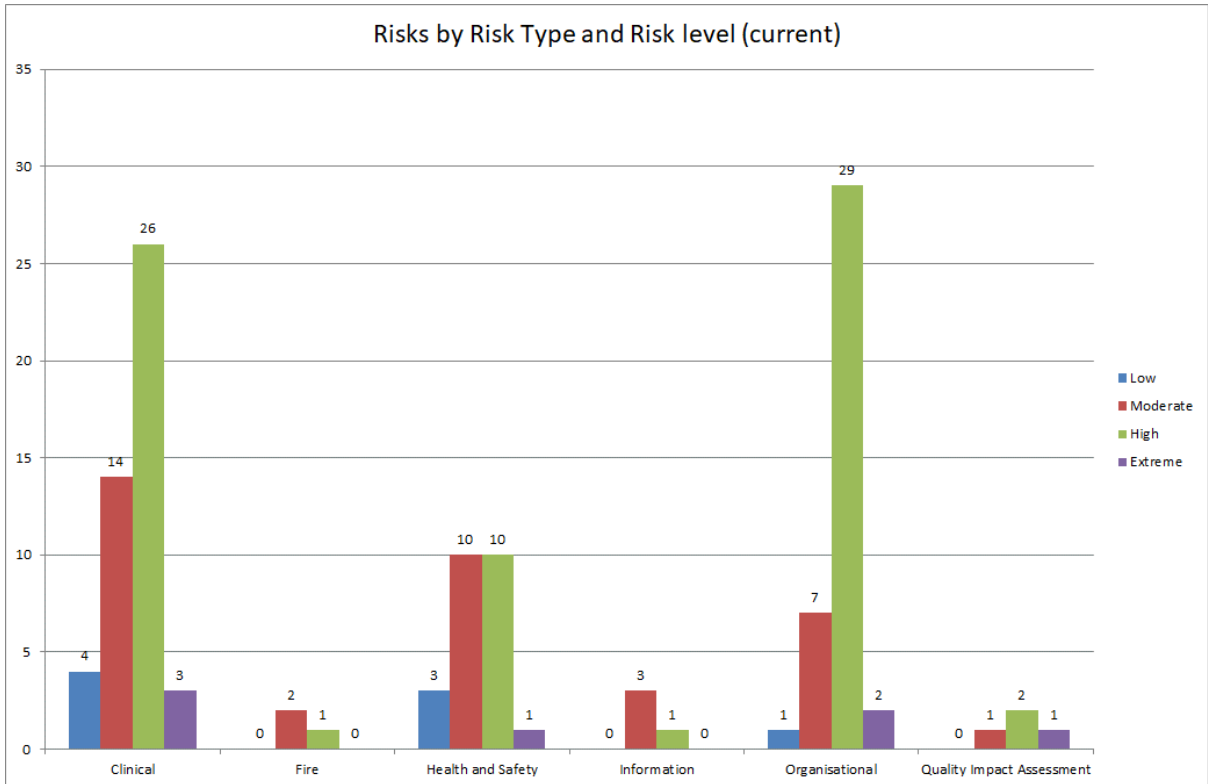
- 1.1 The Trust continues to respond to the COVID-19 pandemic maintaining the incident centre arrangements, 7 days a week oversight of the incident and fulfilling our duties in reporting to NHS England.
- 1.2 The Trust has started vaccinating 5-11 old's who are clinically extremely vulnerable in its centres and continues to deliver 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and booster vaccinations for the population aged over 12. Planning also continues to offer vaccinations to all 5-11 years olds across all sites during the Easter holidays and for a further booster dose for the over 75s and those clinically vulnerable from the Spring. Further national decisions will be made on an additional seasonal booster alongside flu from September onwards.
- 1.3 Trust staff continue to undertake lateral flow tests and Personal Protective Equipment (PPE) continues to be available for all staff that need it and any support to partner organisations and families supporting children with complex needs, are given, as they are needed. There is also no change currently to the need for service users/visitors to wear face coverings.
- 1.4 The use of facemasks in our premises for staff and patients continue as it is important that we continue to protect our patients, staff and their families by providing a safe working and clinical environment that minimizes the possibility of spreading of the virus.

## 2 BOARD ASSURANCE FRAMEWORK

- 2.1 The Trust's Board Assurance Framework (BAF) incorporates a live register of the principal risks faced by the Trust in meeting its strategic objectives. It provides the Trust with a clear and comprehensive method of:
  - ❖ describing the main risks to achieving the organisation's strategic objectives,
  - ❖ describing the controls, assurance and oversight of these risks and
  - ❖ identifying any gaps in controls and assurance
- 2.2 At 1<sup>st</sup> March 2022 there were 8 strategic risks on the Board Assurance Framework, 2 of which scores 20 (3163 and 3164) and the remaining 6 score 12 or below. Since previous reporting in January 2022, the following change to the Trust Strategic risks was made:
  - Risk ID 3436 relating to mandating Covid 19 staff vaccination was closed on 1<sup>st</sup> March 2022 following changes to vaccination mandation legislation.
  - Risk scores for risks 3163 and 3164 remained at 20 due to ongoing workforce challenges.

Detailed information on strategic risks and operational risks scoring 15 and above is provided in Appendix 3 of the Integrated Governance Report (agenda item 5).

- 2.3 There are a total of 120 risks on the risk register, 28 of which score above 12. Of these 28 risks, seven score above 15, five of which are related to the COVID-19 pandemic, one is non-Covid related and remaining one is related to Large Scale Vaccination Programme.



2.4 All operational risks scoring 12 and above are reviewed and discussed at sub-committees of the Trust Board and issues with the mitigation, controls and actions are escalated as appropriate to the Board. Sub-committees also undertake a bi-annual review of all risks assigned to the relevant sub-committee ensuring scrutiny of all risks on a regular basis.

- 2.5 All new risks are reviewed by senior leaders monthly at the Wider Executive Team together with high scoring and high impact risks. The monthly meetings also take a thematic review of all risks within a particular division. This has led to greater scrutiny of risks and greater consistency in articulation of risks throughout the Trust.
- 2.6 The assurance on how risks are identified, managed and impact mitigated is integral to the Trust Board's approach to performance through the Integrated Governance Report.
- 2.7 The risks relating to COVID-19 are reviewed weekly at the Incident Management Team meeting and at the Clinical Operational Boards that took place on 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> March 2022.

### **3 GOVERNANCE**

- 3.1 The Trust Board Assurance Terms of Reference (Appendix B) have been revised to ensure they remain fit for purpose. There were only minor revisions made.
- 3.2 The Annual Board Business Cycle for 2022/23 has been drafted to reflect board business for the coming financial year and is included at Appendix C.
- 3.3 As part of the annual approval process, the Board is asked to approve both the Board Terms of Reference and Annual Business Cycle for 2022/23.

### **4 COMMUNICATIONS UPDATE**

- 4.1 NHS Careers Week:
  - two case studies of staff in large scale vaccination centres taking up permanent roles within the NHS are being used in the national "We Are the NHS" recruitment campaign, to be broadcast on national and regional radio. One case study has also been published in Closer magazine.
  - Filming is underway to support a Trust-wide recruitment campaign for health visitors and school nurses, and new visually appealing templates using locality branding have been created to promote individual posts identified by the recruitment team across all divisions via social media)
- 4.2 Covid-19 vaccination programme: An animation to help 5-11 year olds understand what is involved in the vaccination process was created and a link shared in communication with parents of at risk children in this age group, selfie frames and certificates for vaccinated children have been created. Operational teams have made significant efforts to make sites more child-friendly including access to 'Julian the Jabbing Lion's' costume who will be making guest appearances at vaccine centres in due course
- 4.3 Our videographer, Terry Whyman, worked with colleagues from the Trust, CUH, CPFT and NWAFT to film modules for the Cambridgeshire and Peterborough Long Covid Programme. NHS East of England is exploring whether this could be used as the basis for a national programme.
- 4.4 Filming has taken place in our Luton children's services with CBBC 'Operation Ouch' as part of a fly on the wall episode following a local Luton patient.
- 4.5 A range of social media assets have been created to support:

- Norfolk - free online webinars for local families in Norfolk including 'building your child's emotional resilience', 'keep your baby warm', 'getting ready for the potty' and 'pelvic health', as well as promotion of online child health drop-ins and self-help activities to boost children's confidence and emotional health
- Cambridgeshire and Peterborough - signposting to learning resources produced by our Children's Community Specialist Nursing Service; services available for children with hearing issues on World Hearing Day; ChatHealth; and signposting to resources for our physiotherapy, occupational therapy and speech and language therapy services
- Bedfordshire and Luton children's services - a campaign to promote and launch the 3 month baby reviews; promotion of a sensory processing video and online training for families; an animation to promote the childhood 'flu campaign; promotion of virtual pop-ins for parents to chat with health visitors; promotion of Bump, Birth & Baby video series; animation to promote the MMR vaccine; promotion of our children's community health hub providing direct telephone access to health visitor or school nurses and the daily advice line for parents of children with additional needs

- 4.6 Positive feedback from service users has been shared across all social media channels.
- 4.7 Our Trust-wide project to improve our digital offer continues with 'digital readiness' self-assessments taking place with senior management teams to support ongoing engagement work with both staff and service users in the coming months.
- 4.8 Susan Cassels, Clinical Co-ordinator, Bedfordshire Acquired Brain Injury Service won the February Shine a Light Award for the work she has done to meet the increasing demands of the inpatient rehabilitation pathway and expediting hospital discharges.
- 4.9 Digital resources across all services continued to be promoted via all social media channels to ensure service users knew how to access our services (either by phone, video or face to face) and signposting to a wide range of digital support and information.
- 4.10 National promotional materials were disseminated via social media channels including for the following campaigns: Help Us Help You Clear on Cancer, NHS Better Health app, Ovarian Cancer Awareness Month and more.
- 4.11 Production of Annual Report 2021/22:

<b>Production stage</b>	<b>Date</b>
Initial draft to Board for comments	Friday 1 April
Comments back from Board members	Friday 15 April
Final version to Chair/CEO for comments/delegated approval	Thursday 21 April
Submit to Auditors	Friday 29 April
Extraordinary Audit Committee	Thursday 16 June or Tuesday 21 June

For approval: the Board is asked to delegate approval of the Annual Report to the Trust's Chair and Chief Executive in line with the timetable outlined above.

# Board Assurance Framework - Assurance Matrix

Risk ID	Current Risk Rating	Strategic Objective	Increasing Assurance																Assurance Level				
			First Line of Assurance:					Second Line of Assurance:					Third Line of Assurance:										
			SMT Meetings	Clinical Audit	Compliance with policies, procedures and processes	Operational Plans	Management Reports	Working Groups for implementation of change	Annual self assessments, Peer Reviews and Mock CCC Visits	Back to the Floors, patient and staff stories	Other Board Subcommittee	Board Reports, Review and Approval, and development sessions	Staff and Patients Surveys and Feedback	Internal Trust-wide Reports	NHS-led Review (e.g. CCC/NHS)	Audit Committee	National Staff Survey	Local Counter Fraud Service	Internal Audit	External Audit	External Reporting	Other Independent External Review/Interaction	
3300	8	SO1/SO3	✓		✓	✓	✓				✓	✓	✓	✓	-	-			-	-	✓	-	Reasonable
3163	20	SO1/SO2	✓	-	✓	✓	✓		x	-	✓	✓	✓	✓	-				-	-	✓	✓	Reasonable
3164	20	SO1/SO2/SO3	✓	-	✓	✓	✓		x	-	✓	✓	✓	✓	-		✓		-	-	✓	✓	Reasonable
3165	8	SO1/SO3	✓	-	✓	✓	✓		x	-	✓	✓	✓	✓	-		✓		-	-	✓		Reasonable
3166	8	SO1/SO2	✓	-	✓	✓	✓		x	-	✓	✓	✓	✓	-		✓		-	-	✓	✓	Reasonable
3167	8	SO3/SO4	✓		✓	✓	✓		x		✓	✓		✓	-	-		✓	-	-	✓		Reasonable
3323	12	SO1/SO3	✓	-	✓		✓		x	-	✓	✓	✓		-	-			-	-		-	Reasonable
3426	12	SO1/SO2/SO3/SO4	✓		✓	✓	✓			-	✓	✓	✓	✓	-				-	-	✓		Reasonable

**Assurance Level Key:**

Inadequate Assurance	
Partial Assurance	
Reasonable Assurance	
	✓
	-
	x