

Trust Board

Title:	Chief Executive report
Action:	FOR APPROVAL
Meeting:	24th November 2021

Purpose:

This report updates on the COVID 19 pandemic, the key risks facing the organisation reported through the Board Assurance Framework and a summary of the development of the integrated care systems across the Trust's geography. In addition, the report details the current Board Assurance Framework and the Trust's principal risks. Appendix A sets out the Trust's principal risks on the Board Assurance Framework.

The report also details the update on the national segmentation of provider originations, clinical commissioning groups and integrated care systems. The Trust has been rated in the highest available segment, meaning it is of least concern in terms of quality, financial management and staff engagement.

The report also updates on the communications activities and events that have been taking place in the past 2 months.

Finally, the report also details the work across the Trust supporting our staff to speak up, raise their concerns and support them.

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) Note the oversight segmentation scoring from NHS England as detailed in section 4.
- (iv) Note the details within section 5 concerning staff experience; raising concerns and the Freedom to Speak Up work in the past 6 months.

Appendices:

Appendix A - Board Assurance Framework Assurance Matrix

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

Trust Objectives

Objective	How the report supports achievement of the Trust objectives:
Provide outstanding care	Providing outstanding care during COVID19 pandemic is a priority and the risks represent how the Trust is reacting and mitigating against any potential harm to staff and patients
Collaborate with others	The report shows the huge amount of inter-organisational cooperation during the pandemic
Be an excellent employer	Supporting our staff during the pandemic is a high priority
Be a sustainable organisation	Implicit in the Integrated care system update section

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.	Will be clear in the recruitment of volunteers to help the COVID vaccine roll out.							
Are any of the following protected characteristics impacted by items covered in the paper Yes								
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1 RESPONSE TO COVID19 PANDEMIC

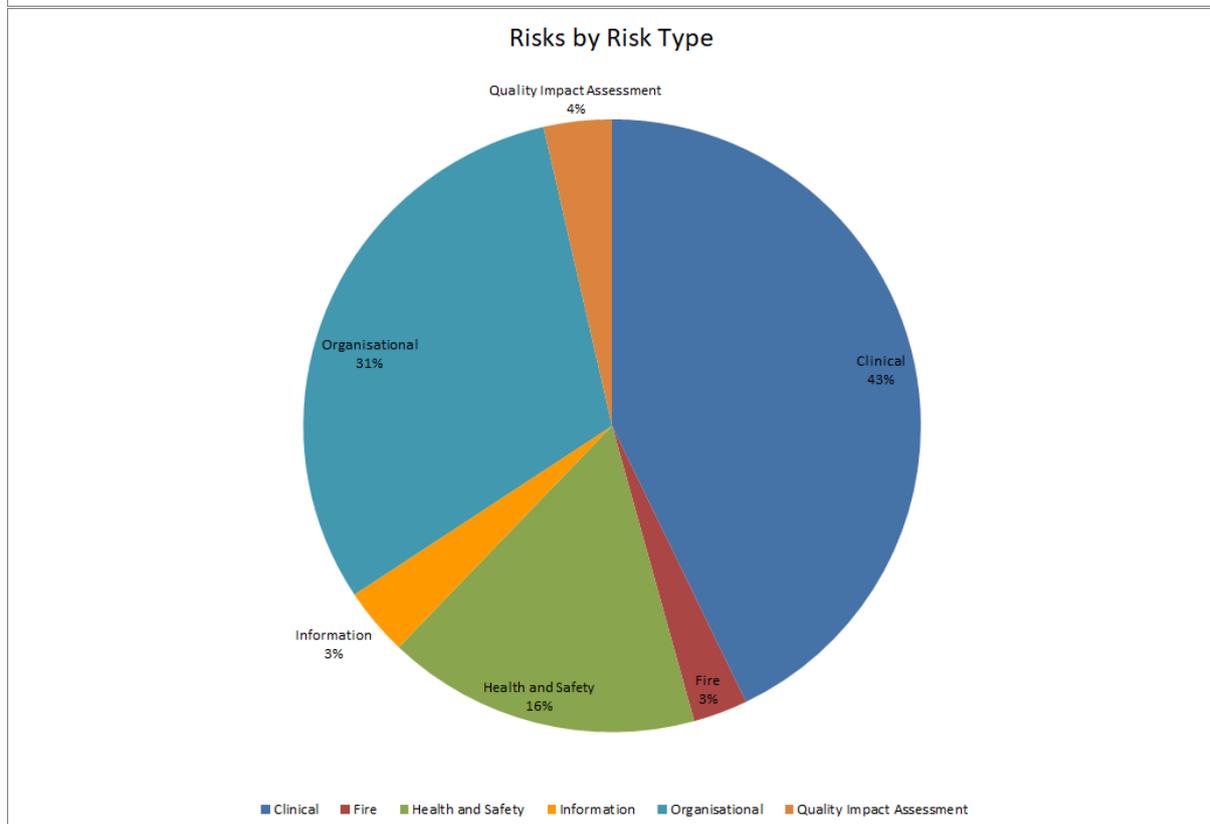
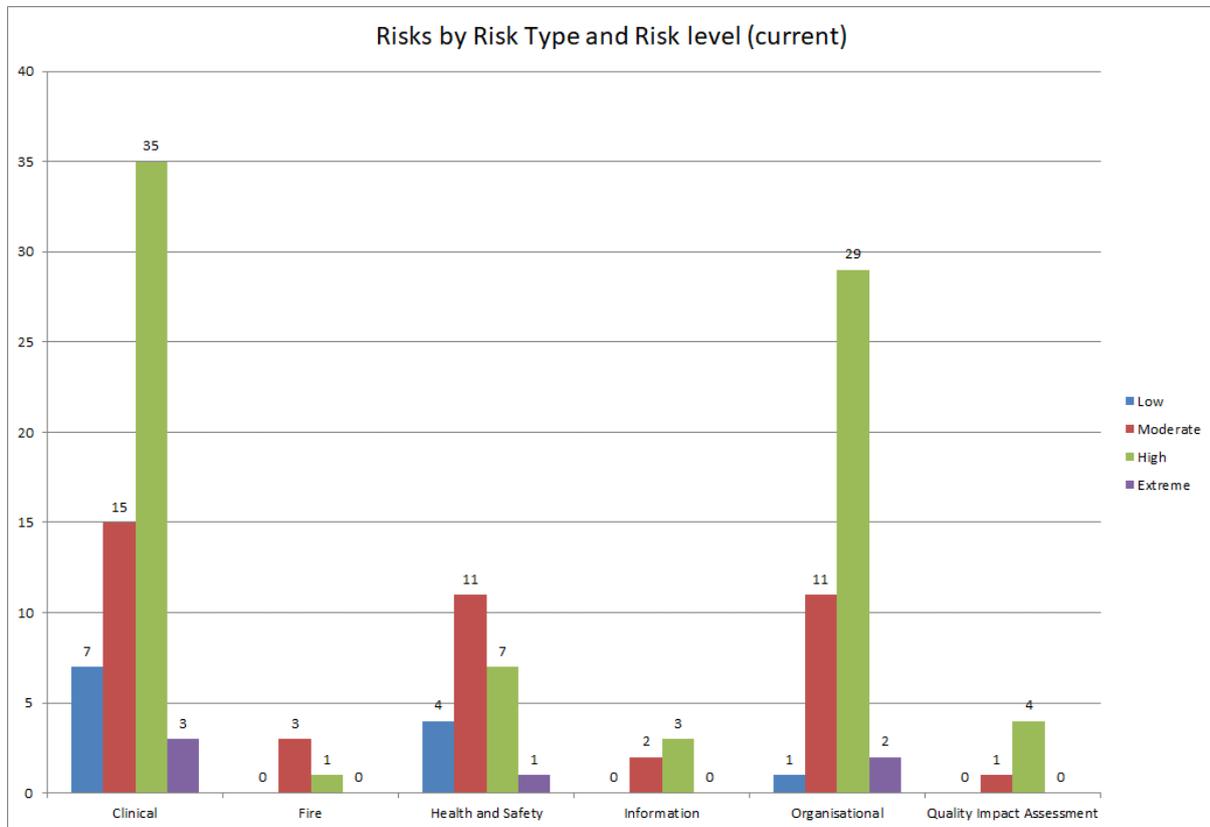
- 1.1 The Trust continues to respond to the COVID-19 pandemic maintaining the incident centre arrangements, 7 days a week oversight of the incident and fulfilling our duties in reporting to NHS England.
- 1.2 The Trust is maintaining services in line with plans and in conjunction with health and social care partners, as well as supporting the delivery of the mass vaccination programme, as lead provider in Cambridgeshire & Peterborough and Norfolk & Waveney and in support of Hertfordshire Community Trust, the lead provider in Bedfordshire, Luton and Milton Keynes.
- 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.
- 1.5 The mass vaccination programme continues to extend its delivery and is offering booster vaccinations, supporting the school immunization service with the delivery of vaccinations to 12–15-year-olds as well as walk-in slots for 16-17 year olds and those who are immunosuppressed or clinically extremely vulnerable. Three sites have closed; Cherry Hinton, East of England and Peterborough City Care Centre and the new single centre in Peterborough Queensgate opened on 18th October. The Shakespeare's Barn in King's Lynn, Castle Quarter in Norwich and the Queensgate centre in Peterborough are all be open to walk ins from next week.

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 For the period to 3rd November 2021 there were 8 strategic risks on the Board Assurance Framework, 2 of which scores 16 and the remaining 6 score 12 or below. Since previous reporting in September 2021, the following changes to the Trust Strategic risks were made:
 - Risk 3260 relating to health outcomes for people who use our services, was closed on 14th October 2021 because the core elements of the risk are being picked up in other risks at both local and Trust level.
 - A new risk (ID 3426) relating to a surge in service demands during winter period, has been identified. The risk is scored at 12.

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 140 risks on the risk register, 30 of which score above 12. Of these 30 risks, six score above 15, four 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 and at the Clinical Operational Boards on 2nd, 3rd and 4th November 2021. The risk register is a live document; and risks are updated on a regular basis.
- 2.8 All risks relating to the mass vaccination programme are reviewed regularly by the Executive Team alongside the Mass Vaccination Programme Board. The risks were recently reviewed by the Mass Vaccination Clinical Operational Board on 4th November 2021. There are currently four BAF risks relating to large scale vaccination programme.
- 2.9 The Trust's Board Assurance framework is regularly reviewed and updated as a key part of the Well Led Improvement priorities.

3 INTEGRATED CARE SYSTEMS UPDATES

- 3.1 Since the last Board meeting a wide range of guidance and support documents have been produced by NHS England to guide local systems in creating functioning integrated care systems and a Board.
- 3.2 Appointments have been made to the Chair and Accountable Officer roles for the three ICS areas that the Trust has the majority of its services in.
- 3.3 The Trust continues to develop the integrated planning with partners in the Bedfordshire Care alliance and to lead the Children and Young People's partnership in Cambridgeshire and Peterborough.

4 NHS SYSTEM OVERSIGHT FRAMEWORK SEGMENTATION

- 4.1 NHS England and NHS Improvement (NHSEI) recently consulted on the new NHS System Oversight Framework (SOF) 2021/22, which introduced a new approach to provide focused assistance to organisations and systems.
- 4.2 On 8th November following consideration by the NHSEI regional support group, it has been agreed that the Trust should be placed into SOF segment 1. This in practice means the regional team have not identify specific support needs identified for CCS and confirms the continuation of the Trust's current assurance status with NHSE / I. This is the highest segment within the accountability structure and illustrates the most confidence in the organisation from a regional and national perspective.

- 4.3 The executive team will review the SOF assurance measures alongside the existing metrics and any proposed changes will be discussed at the Board development session in February 2022, to be introduced into our Board assurance approach for next financial year.

5 FREEDOM TO SPEAK UP GUARDIAN SIX MONTHLY REPORT

Executive Summary

- 5.1 This report provides a six-monthly update of the Trust's speaking up issues raised through the Freedom to Speak Up Guardian, Freedom to Speak Up Champions and other speaking up channels across the Trust. The report includes all concerns raised during 2021/22 Quarter 1 and Quarter 2 (April – September 2021). The report also includes key headlines from the national FTSU annual report for 2020/21.
- 5.2 The global Covid-19 pandemic brought some changes to speaking up channels. Staff continued to raise concerns during the pandemic; however, speaking up arrangements had been adapted in response to the pandemic. Most of these concerns were raised directly with Executive team members during live question and answer sessions with staff or via a dedicated Incident Management Team (IMT) email address that the Trust had set up to support its Incident Control Centre.
- 5.3 The Trust launched three staff networks namely: Cultural Diversity network in July 2020, Long Term Conditions and Disability network in April 2021 and the LGBTQ+ network in July 2021. The networks provide an opportunity for staff to share stories and to raise and discuss any concerns.
- 5.4 The FTSU Guardian and the FTSU Champions listen to and support staff in identifying a range of options on how they would expect the situation to improve. By exploring options, staff are sometimes able to identify a solution to their concerns. Staff are always encouraged to raise their concerns with their line managers or second tier line manager in the first instance unless there are sound reasons for not doing so. This allows for a more positive relationship between staff and managers across services.
- 5.5 The FTSU Guardian holds regular meetings with the FTSU Executive Lead to talk through FTSU activity including raised concerns, escalation routes, themes, outcomes and sharing of learning.
- 5.6 Dr Jayne Chidgey-Clark has been appointed as the new National Guardian. Dr Chidgey-Clark is expected to take up the role on 1 December 2021.

Benchmarking: Freedom to Speak Up National Data Summary 2020-21

- 5.7 The National Guardian's Office collected data from Freedom to Speak Up Guardians in all Trusts and Foundation Trusts on cases raised with them in 2020/21. Key headlines from the report included the following:
- The number of concerns raised with FTSU Guardians increased by 26% nationally. 20,388 concerns were reported during 2020/21 compared to 16,199 raised in the previous year.

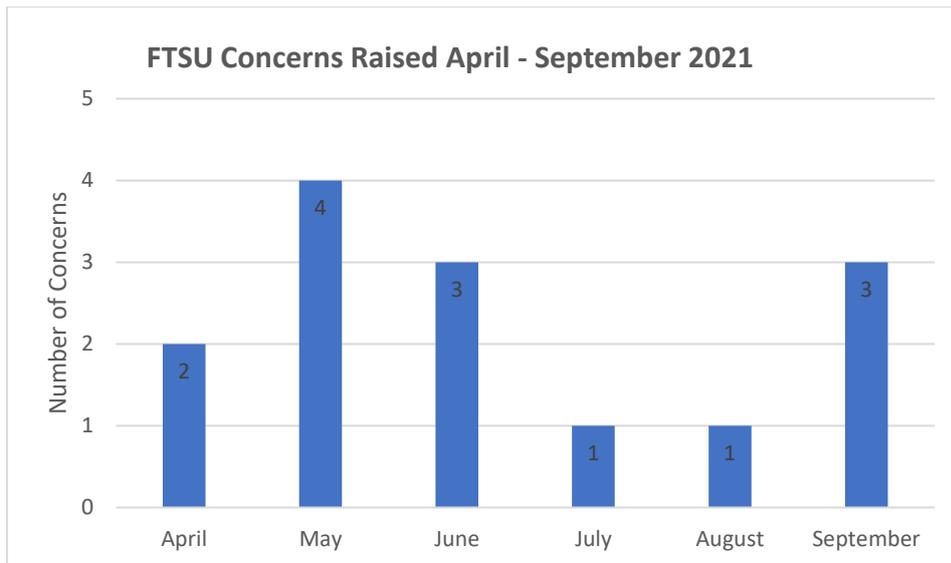
- Nurses and midwives continued to account for the biggest portion (29%) of cases raised.
- Workers spoke about issues relating to the pandemic; this included social distancing, shielding and personal protective equipment.
- 84.3% of workers who gave feedback said they would speak up again.
- Quarter 3 (October to November 2020) saw the highest number of cases raised (5334).

5.8 The table below compares the Trust FTSU data and the national data for 2020/21:

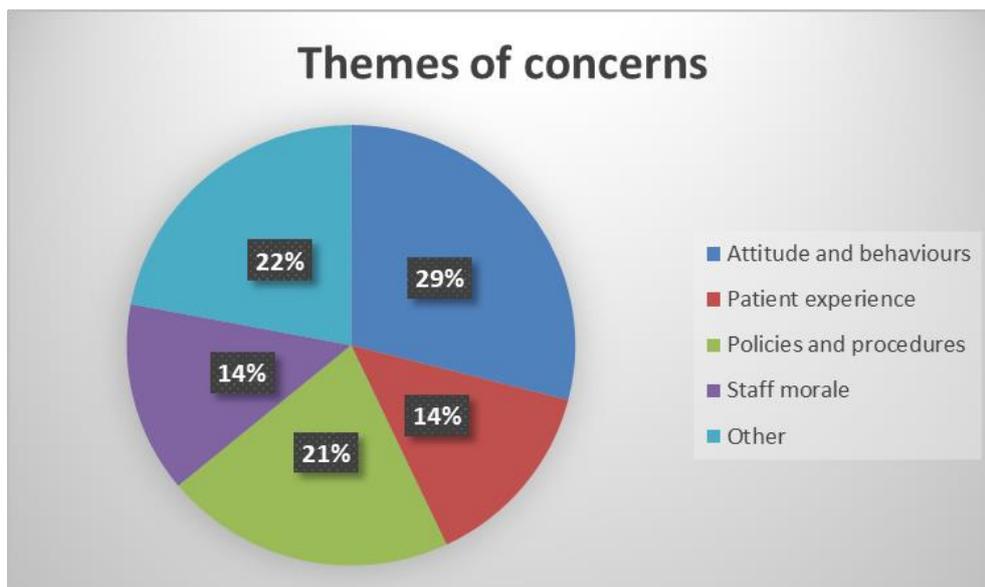
Theme or professional group	National Data	Trust Data
Number of cases recorded	20,388 concerns were reported during 2020/21; an increase of 26%.	25 cases were recorded compared to 34 in the previous year. However, we know that lots of questions/queries were raised directly with Executive Directors through our Q&A sessions and IMT routes and through our staff networks in addition to the logged concerns.
Bullying and harassment	30.1% cases included an element of bullying and harassment. This was lower than 2019/20.	12% of the cases included an element of 'attitude and behaviours' of staff.
Anonymous	Almost 12% of cases were raised anonymously.	2 out of 25 cases (8%) were raised anonymously.
Professional background of those speaking up	Nurses and midwives continued to account for the biggest portion (29%) of cases raised.	48% of the cases were raised by nurses.
Covid 19 pandemic	Topics related to social distancing, increased anxiety and personal protective equipment.	60% of the cases reported related to Covid 19 pandemic.
Detriment (disadvantageous and / or demeaning treatment) for speaking up	Detriment for speaking up was indicated in 3.1% of the cases.	No indicator of detriment was reported during 2020/21.

Summary of FTSU cases reported between 1st April 2021 and 30th September 2021

5.9 The tables below provide a summary of the number of cases raised from April 2021 to September 2021. 14 concerns were raised during this period, 9 of which were recorded during Quarter 1.



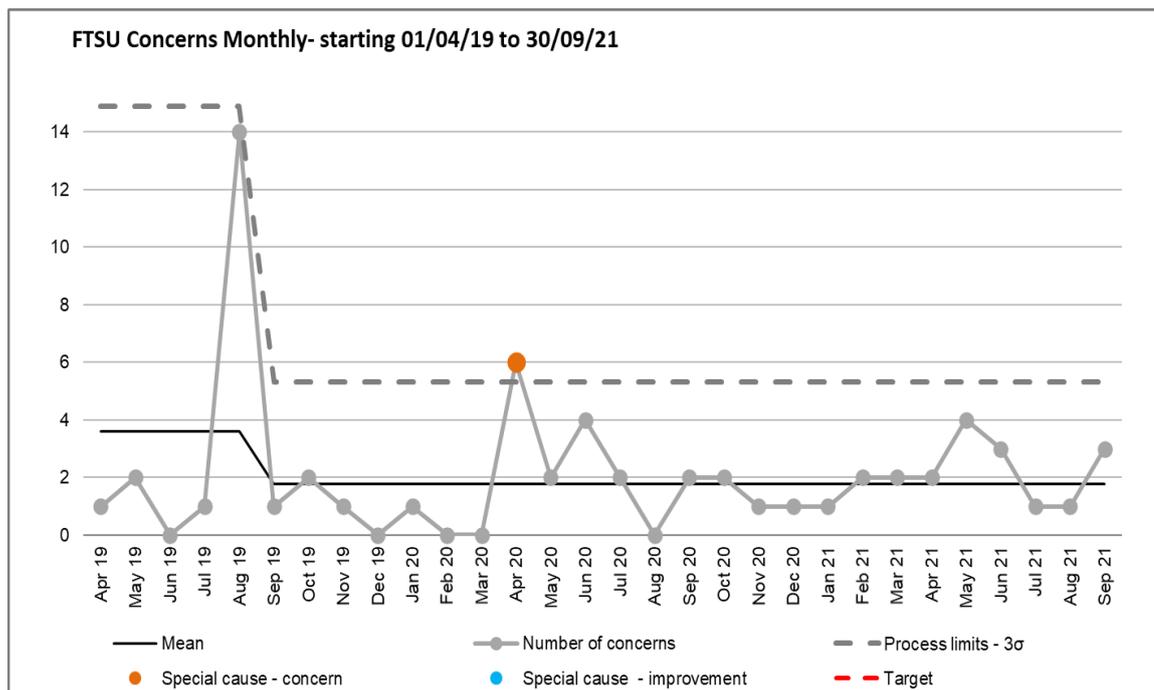
5.10 The chart below summarises the key themes for concerns raised from April to September 2021. The most prevalent themes related to attitude and behaviours. Concerns relating to attitude and behaviours tend to originate from poor communication between staff and line manager or person in seniority.



5.11 During Quarters 1 and 2, three cases were reported anonymously. Although it is generally challenging to address concerns raised anonymously, it is however pleasing to report that all the three concerns reported anonymously were reviewed by an independent Reviewer as outlined in the Trust Speaking Up Policy. Recommendations were made to the services linked with the alleged concerns and specific actions were taken to address them.

5.12 The Statistical Process Control (SPC) chart below compares the number of concerns raised monthly from April 2019 to September 2021. The numbers in the lower series are quite low apart from August 2019 which had 14 concerns recorded. The mean, when re-calculated after August 2019 spike shows that the process was very stable, with only one orange point (April 2020) above the process limit.

FTSU Statistical Process Control Chart: April 2019 -September 2021



Reporting and Learning

5.12 All concerns raised during the reporting period were responded to on time and learning captured. Examples of learning outcomes include:

- **FTSU Champions role** – enhanced visibility of the Champions Trust wide. Service Directors work closely with the FTSU Champions across services.
- **HR processes** – revision to some policies and procedures to ensure they support our just and learning culture and also remain fit for purpose.
- **Staff voice** – encouraging staff to share their lived experience. Staff networks provide a safe place for staff to share their stories.

5.13 Quarter 1 and 2 data (above) have been submitted to the National Guardian's Office. During the reporting period, no member of staff reported that they had suffered disadvantageous and / or demeaning treatment because of speaking up. The FTSU Guardian checks in with all individuals who raise concerns.

5.14 The Trust is committed to continuing to learn and improve its systems and processes for raising concerns. Key messages and awareness are raised regularly to all staff through the intranet, weekly communications cascade, and other internal routes.

5.15 FTSU is embedded in the Trust Volunteers' Policy; staff and volunteers across Large-Scale Vaccination sites are aware of the Trust speaking up processes.

Feedback

5.16 Feedback is an important part of the speaking up process. Apart from anonymous concerns, all workers who raised concerns during Quarter 1 and Quarter 2 have been

provided with feedback on the outcome of the matters they raised. Similarly, feedback has been sought from workers about their speaking up experience.

5.17 All the recommendations from FTSU internal audit carried out in 2020/21 have been implemented.

6 COMMUNICATIONS UPDATE

6.1 Deliverables to support our large scale vaccination centres included:

- Our ongoing social media campaign has focussed on using quotes and images from people explaining why they had the jab to promote uptake for:
 - the booster dose for cohorts 1-9, and the third primary dose vaccination for people who are immunosuppressed
 - those who have not had either the first or second doses
 - 12-15 year olds who can now book an appointment at all of our vaccination centres, or walk-in to three of our main centres with more planned in the near future.
- Our proactive approach to seek media coverage continues to support increased uptake. We received significant coverage across print and broadcast outlets including ITV Anglia at the Grafton Centre, ITN and ITV Anglia at Queensgate, Look East at Castle Quarter; as well as interviews with BBC Radio Cambridgeshire and Radio Norfolk and features in the majority of local outlets.
- Internal vaccination campaigns have focussed on:
 - Promoting the importance of (and opportunities for) the Covid booster and 'flu vaccinations to protect staff and services during the winter period; including virtual staff Q&As with our medical director, chief nurse and cultural diversity chair
 - Maintaining infection prevention and control through social distancing, mask wearing, air flow, hand washing etc
 - Continued use of lateral flow testing

6.2 Examples of other projects include:

- Our Trust-wide project to improve our digital offer continues with a range of staff engagement sessions held and co-production sessions planned; the outcome of which will inform our future digital offer
- Promotional materials were generated for:
 - Allied Health Professionals Day on 14 October;
 - the National Guardians Speak Up month;
 - Black History Month;
 - the national staff survey launch;
 - launch of the Trust's LGBTQ+ network
 - promotion of positive feedback from service users, as well as a range of recruitment and career opportunities via social media

- A number of Trust nurses have been awarded Queen's Nursing status by the Queens Nursing Institute recently; recognising their contribution to good practice within the sector. We will be inviting our Queen's Nurses to a future Board meeting to be held in public to share how this award supports their practice and to raise awareness of the work of the Institute
- Our Luton and Bedfordshire newly qualified Specialist Community Public Health Nurses won this month's Shine a Light award for giving up their last week at university to support Afghan families and children at the two refugee centres in Luton.
- Digital resources across all services continued to be promoted via all social media channels to ensure service users knew how to continue to access our services (either virtually or face to face) and signposting to a wide range of support and information.
- Plans for our virtual annual Long Service Awards are well underway with 125 staff celebrating 3300 years of dedicated service.

Board Assurance Framework - Assurance Matrix

		Increasing Assurance																				Assurance Level	
		First Line of Assurance:					Second Line of Assurance:					Third Line of Assurance:											
	Current Risk Rating	Strategic Objective	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 CQC 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. CQC/NHS)	Audit Committee	National Staff Survey	Local Counter Fraud Service	Internal Audit	External Audit	External Reporting	Other Independent External Review/Interaction	
Risk ID																							
3300	Delivery of the mass vaccination programme for our staff and to the communities across Norfolk & Waveney, Cambridgeshire & Peterborough may be impeded by a range of factors including workforce supply and vaccine which could result in continued risk to our staff, the delivery of services to patients and those communities awaiting vaccination.	12	SO1/SO3	✓		✓	✓	✓			✓	✓	✓	✓	-	-			-	-	✓	-	Reasonable
3163	There is a risk that the delivery of high quality care will be adversely affected if levels of staff morale reduce.	16	SO1/SO2	✓	-	✓	✓	✓	x	-	✓	✓	✓	✓	-				-	-	✓	✓	Reasonable
3164	There is a risk that the Trust is unable to maintain high quality care due to the number of services/teams facing workforce challenges.	16	SO1/SO2/SO3	✓	-	✓	✓	✓	x	-	✓	✓	✓	✓	-		✓		-	-	✓	✓	Reasonable
3165	There is a risk that the Trust does not have sufficient capacity and capability to manage and meet commissioner and patients expectations, due to the complexity of system working.	8	SO1/SO3	✓	-	✓	✓	✓	x	-	✓	✓	✓	✓	-		✓		-	-	✓		Reasonable
3166	There is a risk that patients and service users do not receive outstanding care if services fail to remain compliant with CQC Fundamentals of Care standards	8	SO1/SO2	✓	-	✓	✓	✓	x	-	✓	✓	✓	✓	-		✓		-	-	✓	✓	Reasonable
3167	As the NHS is performance managed and discharges accountability at system level, there is a risk that the Trust is treated only through the view of the challenged Cambridgeshire/Peterborough system and therefore access to capital; revenue support and discretionary national transformation monies are not available to the organisation	8	SO3/SO4	✓		✓	✓	✓	x		✓		✓	✓	-	-		✓		-	-	✓	Reasonable
3323	Risk to organisational reputation of delivery of the Lead Provider Contract for the roll-out of the Mass Vaccination Programme for Cambridgeshire & Peterborough and Norfolk & Waveney given the significant pace, complexity and political profile of the programme	12	SO1/SO3	✓	-	✓		✓	x	-	✓	✓	✓		-	-			-	-		-	Reasonable
3426	If there is a surge in Service demands over the months Nov- March (winter period), the Trust may not have sufficient resources leading to sub-optimal Service delivery.	12	SO1/SO2/SO3/SO4	✓		✓	✓	✓		-	✓	✓	✓	✓	-				-	-	✓		Reasonable

Assurance Level Key:

Inadequate Assurance	
Partial Assurance	
Reasonable Assurance	
✓	
-	
x	