



## BOARD SUBCOMMITTEE ASSURANCE REPORT

<b>Presented for:</b>	Information
<b>Committee Name:</b>	Performance & Estates Committee
<b>Presented by:</b>	Gareth Tipton, Non-Executive Director (Committee Chair)
<b>Date of Committee meeting:</b>	26 April 2021

### Points of Escalation

- No points for escalation

### Key Issues

- The Committee discussed the Estates and Facilities Assurance Report. The following items are highlighted:
  - Although the Committee was assured that the Stamford land sale receives rigorous review and discussion in other forums such as the programme board and by the Strategy and Transformation group, the Committee agreed that it would retain oversight, albeit light-touch, given the projects importance.
  - HH Phase 1 – completed and final accounts agreed; all Time, Cost and Quality KPI's have been met.
  - HH Phase 2 (Theatres) – OBC was approved by NHSEI and DHSC on 23 April '21 with a number of conditions and FBC requirements. Discussions planned with NHSEI regional teams in May to consider potential early start on site and approach to FBC. The Committee will monitor progress, specifically programme governance, cost and risks.
  - HH phase 3 (Site redevelopment) – being discussed at Executive level and with NHSEI to try and agree a way forward.
  - PCH – Final report on the design and constructions plans for UTC has been received. The Committee will seek regular updates on this project given its complexity and importance in providing electrical system resilience. The new UTC /PAU projects are due to complete in a phased way over the coming

- months. The Cath lab refurbishment work has commenced and a mobile unit installed on site. The HSE inspection of HRADS has led to a review of all ventilation systems across all three sites. HRADS refurbishment work is currently out to tender. The resulting investment appraisal and ongoing project work will be closely reviewed by the Committee.
- The Premises Assurance Model survey is still being completed; the draft report will be reviewed by the Committee at the next meeting.
  - Estates and Facilities policy renewals are almost complete with 1 out of 18 outstanding. The Committee expects the final policy to be completed by the next meeting.
  - An update on RAAC Failsafe was provided to the Committee. The following items are highlighted:
    - The Year 1 survey has been completed and structural engineers report issued.
    - The Schedule of Works to be undertaken in Year 2 has been produced.
    - There is a total of 22 props erected at present on the HH site.
    - A 3-year capital funding request to support the remedial work has successful and £13m awarded.
    - The Committee welcomed the news that a dedicated and experienced Programme lead has been secured to oversee this ongoing work. The Committee will continue to review the progress and risk profile of this important project on a monthly basis.
  - The Committee discussed the Operational Performance Report. The following items are highlighted:
    - Steady improvements around long length of stays continues to be made. The Trust currently has 49 patients on an open pathway over 104 days which is better than the 64 target.
    - Although UEC reconfiguration activity is behind the original plan, it is now progressing well against the revised expectations. The Committee will monitor the expected performance improvements through urgent care services.
    - Work is commencing to clinically prioritise diagnostic and outpatient waiting lists. This will be a significant task.
    - Reset and recovery activity is underway however the system and national deadlines are challenging. Delivering the baseline position will require service improvement, transformation and cultural change across the Trust.
    - Agreement has been reached in consultation with system partners on moving RAS/ASI waiting lists onto the incomplete waiting list. This will increase



Risks

- the Trusts overall incomplete WL position by circa. 11,000 patients once complete.
- The size of the waiting list remains a significant challenge as the Trust continues to manage limited elective activity.
  - The volume of patients waiting for 1<sup>st</sup> OPA is increasing. Although plans are in place to recover to 100% of 19/20 baseline activity through Q1 21/22, this will not be sufficient to address the backlog. The Committee will continue to Outpatients to assure itself that the necessary service improvement and transformation is delivered.
  - In March A&E 4-hour performance dipped from 76.8% to 75.3% with a return to higher attendance levels in ED. Attendance figures continue to rise in April. Nationally only 5 Trusts met the 4hr standard and although the Trust continues to perform below the National and Regional average, a year on year improvement has been reported for 9 of the previous 12 months. The A&E 4 hr standard is expected to be replaced under new UEC measures which will be introduced during this year.
  - The Committee received and update on the UTC relocation:
    - The business case for Option 2 was approved by the Trust Board on 13 April.
    - Roles for Band 6 nurses and GPs have been advertised. Staff consultation will commence under TUPE.
    - The UTC Oversight Board meets fortnightly to oversee the smooth move of the UTC to the PCH site. The Committee will continue to receive monthly updates on the UTC relocation to gain assurance that it is delivered to plan.
  - The Committee received a detailed presentation on the Restoration and Recovery plan and profile for H1 21/22. The baseline position has been developed through a bottom up approach. The plan will remain challenging to deliver and the Committee will continue to receive monthly updates to gain assurance that the plan stay on track and mitigation action is taken where required.
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- The Estates and Operational Performance risk registers and related BAF was reviewed. The Committee noted the work that is ongoing through various risk workshops to review and update the risks.

**Spotlight  
Outstanding  
Practice and  
Innovation**

- Nothing specific to note

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<b>Date:</b>	10 May 2021