

BOARD SUBCOMMITTEE ASSURANCE REPORT

Presented for:	Escalation and Information
Committee Name:	Performance & Estates Committee
Presented by:	Gareth Tipton, Non-Executive Director (Committee Chair)
Date of Committee Meeting:	29 November 2021

Items received by the committee for assurance:

Agenda Item	Level of Assurance	Board Action Required? <small>(double click to select)</small>
Operational Performance Report	Reasonable Assurance	<input checked="" type="checkbox"/>
UEC Plans Update	Partial Assurance	<input checked="" type="checkbox"/>
Recovery Update	Reasonable Assurance	<input checked="" type="checkbox"/>
Benchmarking	Reasonable Assurance	<input checked="" type="checkbox"/>
Operational Risk Register & BAF	Reasonable Assurance	<input checked="" type="checkbox"/>
Estates Escalation Report	Reasonable Assurance	<input checked="" type="checkbox"/>
RAAC Update	Reasonable Assurance	<input checked="" type="checkbox"/>
PFI Contract Management	Reasonable Assurance	<input checked="" type="checkbox"/>
Estates Risk Register & BAF	Reasonable Assurance	<input checked="" type="checkbox"/>

POINTS OF ESCALATION

- Site capacity remains a significant challenge with the number of patients presenting to urgent care services remaining high in addition to increasing numbers of Covid-19 patients. Capacity and staffing challenges have led to the cancellation of routine activity.
- Cancer performance remains challenged with a deterioration in performance across two week wait and sixty two day performance standards. Actions to improve performance are in progress through the Cancer Improvement Plan.

KEY ISSUES

- Ambulance handover delays have improved however these continue to be a priority area for improvement with the Trust, along with reducing the number of patients exceeding 12 hours in our Emergency Departments.
- Capacity in the Trust remains a significant challenge with the total number of Covid-19 patients in the hospital having doubled since September. This increased occupancy of Covid-19 patients has had a significant impact on flow through the hospital leading to critical internal incidents and OPEL4 being declared a number of times during October.
- The national planning requirement to mitigate future increases in the waiting list was achieved in the month with the total waiting list remaining stable.
- Despite the high level of activity at both sites, improvement has been seen in ED performance, both in terms of 4 hour performance and ambulance handovers. Leadership within ED at the PCH site still remains an important focus and will be reviewed by the Committee on an ongoing basis.
- The urgent care improvement plan and progress with implementation of recovery plans was discussed by the Committee.
- The Committee discussed the estates escalation report and noted:

<p>BOARD ASSURANCE FRAMEWORK & RISKS</p> <p>CELEBRATING OUTSTANDING PRACTICE & INNOVATION</p>	<ul style="list-style-type: none"> ○ The Trust continues to lose staff to the private sector and this coupled with some long term sick absence is creating increased pressure on staff and resources resulting in the need for a new organisational structure which will be implemented by end December. ○ Solutions are now in place to address a number of PFI issues however it will take 2-3 months for improvements to be seen. ○ With regard to the RSM internal audit regarding the PFI contract, of the 6 items identified, 5 have now been actioned and the final outstanding point regarding contract variations will be finalised prior to the next Committee. ○ At HH it was discovered that failed balancers may result in newly installed restrictors being overridden. This risk is in the process of being mitigated by the use of window film. ○ An increased level of break-ins on the Stamford site (area to be sold off) have resulted in the need for day patrols and other security measures. ○ PCH ventilation surveys are on track to complete by end November. Over the past 4 weeks, no negative compliance issues have been raised. ● The Committee received a RAAC update and the first update on the Net Carbon Zero report was presented for information.
	<ul style="list-style-type: none"> ● The Operational and Estates risk registers and BAF were reviewed on an exceptional basis focusing on risks with inadequate controls. ●
	<ul style="list-style-type: none"> ● N/A

LEVELS OF ASSURANCE

Level	Description of Level of Assurance
Substantial Assurance	The report highlighted a sound system of control, designed to address the relevant risks with controls being consistently applied. Highly unlikely to impair the achievement of both system and strategic objectives.
Reasonable Assurance	The report did not highlight any material weaknesses in the system of internal control that would present material risks to the achievement of both system and strategic objectives.
Partial Assurance	The report highlighted some material weaknesses in the system of internal control that would present material risks to the achievement of system objectives. May also impair achievement of strategic objectives.
Limited Assurance	The report highlighted significant material weaknesses in the system of internal control that would present material risks to the achievement of both system and strategic objectives.