

Sandwell and West Birmingham NHS Trust Board Committee Chair's Report

Meeting:	MMUH Opening Committee		
Chair:	Mick Laverty		
Dates:	Friday 27th January 2023 and 24 th February 2023		
Present:	Name	25th January 2023	24th February 2023
	Mick Laverty, Non-Executive Director (Chair)	Attended	Attended
	Mike Hallissey, Asso Non-Executive Director (Member)	Attended	Attended
	Rachel Barlow, Chief Development Officer (Member)	Attended	Attended
	Frieza Mahmood, Chief People Officer (Member)	Attended	Apologies
	Richard Beeken, Chief Executive (Member)	Attended	Attended
	Rachel Hardy, Non-Executive Director (Member)	Attended	Apologies
	Jo Wass, Asso Non-Executive Director (Member)	Attended	Apologies
	Jo Newens, Chief Operating Officer (Member)	Attended	Apologies
	Clare Shipton, Programme Director MMUH (Member)	Attended	Attended
	Liam Kennedy, Delivery Director (Member)	Apologies	Attended
	Mark Anderson, Chief Medical Officer	Apologies	Apologies
	Dan Conway, Associate Director of Corporate Governance	Attended	Attended
	Mel Roberts, Chief Nurse Nursing Officer	Apologies	Apologies
	Warren Grigg, Director of Estates Development	Attended	N/a
	Simon Sheppard, Director of Operational Finance	Attended	Attended
	Dave Baker, Chief Strategy Officer	Attended	Apologies

* See Reading Room for assurance classification


	Riana Relihan, NHSE Representative	Attended	Attended
	Kevin Bolger, MMUH Advisor	Attended	Attended
	Dinah McLannahan, Chief Finance Officer	Attended	Apologies
	Tammy Davies, Group Director (PCCT)	Attended	N/a
	Ruth Wilkin, Executive Director of Communications	Attended	Apologies
	Meagan Fernandes, Deputy Chief People Officer	N/a	Attended
	Sarah Carr-Cave, Deputy Chief Nurse	N/a	Attended
	Demetri Wade, Deputy Chief Operating Officer	N/a	Attended

27th January 2023

1.	<p>BAF</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Workforce workstream – maturity assessment and leadership capacity (this has been a concern for a significant period and has not/is not being addressed); MMUH bed fit and right sizing of community services; and Construction – practical completion slipping. 	Partial Assurance
2.	<p>Programme Risk Register</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Comprehensive approach in place. Currently 113 risks identified, including 15 programme level risks. Concerns include the three issues identified above (BAF section). 	Partial Assurance
3.	<p>Workstream Maturity Assessment</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Good progress assessing the maturity of each of the ten workstreams. The assessments essentially answer the questions: do we know what we need to do by when? and do we have the resources needed to deliver the workstream? (They are not an assessment of workstream progress – section below covers that). Workforce remains a concern. 	Reasonable Assurance
4.	<p>MMUH PMO Progress Report</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Overall programme remains Red. 6/10 workstreams are Red, 3/10 Amber and 1/10 Green. Affordability rated Amber – but queried by Committee and being reviewed. Construction and Workforce workstreams present greatest risk/challenge. (& Affordability – subject to review and outcome of meetings with ICBs). 	Partial Assurance
5.	<p>MMUH Internal Communications Plan</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Good progress – but in part, reliant on Workforce workstream. Communications is only Green workstream. 	Reasonable Assurance
	Urgent Treatment Centre OBC	

6.	Chair's opinion: <ul style="list-style-type: none"> Development of a full business case supported. UTC needs to be integrated (aesthetically) with MMUH. 	Reasonable Assurance		
7.	Logistics project mobilisation Chair's opinion: <ul style="list-style-type: none"> Noted. 	Reasonable Assurance		
8.	MMUH metrics Chair's opinion: <ul style="list-style-type: none"> Data issue identified with bed reduction figures, showing progress was overstated. Bed gap believed to be 20 beds (not 10 as previously thought). Work ongoing to bottom this out and produce a simple/reliable tracker. 	Partial Assurance		
9.	Recruitment and resourcing - dashboard exception report Chair's opinion: <ul style="list-style-type: none"> Noted. Tracker to be improved and to include local employment for benefit realisation purposes. 	Partial Assurance		
10.	Organisational Development Status Report Chair's opinion: <ul style="list-style-type: none"> Project is struggling due to lack of leadership and delivery capacity. This is now a serious concern. 	No Assurance		
11.	MMUH Programme Company Budget Report Chair's opinion: <ul style="list-style-type: none"> Significant MMUH Affordability gap remains. Currently sized as c£70m of the overall Trust deficit of c£125m. But figures liable to change/increase. Conversations being held with ICBs. 	Partial Assurance		
12.	MMUH Benefits Baselining Chair's opinion: <ul style="list-style-type: none"> Rapid progress being made now PwC have started. First outputs due at next MMUH Committee. 	Partial Assurance		
Positive highlights of note		Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed
<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Workforce workstream is making little/no progress and this has been the case for a significant period of time. The Trusts readiness to move into MMUH is being/will be impacted as a result. Affordability still a concern. Reduction in beds – gap still exists. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Supported development of full business case for UTC.

24th February 2023

	<p>BAF</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Target risk as at April 2024 to be reviewed. • Areas of concern/risk profile under review: • Workforce workstream – continuing lack of progress; • MMUH bed fit (gap now at 33 beds) external review commissioned; and • Construction – further slippage. • One a more positive note, the Benefit realisation workstream is making good progress and discussions have commenced with the two ICBs re securing funding (Affordability workstream). 	<p>Partial Assurance</p>
	<p>Programme Risk Register</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Sixteen programme level risks – which mirror (in large part) PMO concerns (see item 3 below). • Discussion held re 'Integration' – one of the top ten programme risks. Agreement to keep revisiting this risk as workstream activity (constantly) evolves. 	<p>Partial Assurance</p>
	<p>MMUH PMO Progress Report</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Overall Programme remains RED, with five workstreams rated RED, three AMBER and one GREEN. • Metrics/KPIs still need developing for each workstream to make workstream performance assessments more objective. • Challenge re MMUH Finance and Commercial workstream (previously called Affordability) showing as AMBER given the need to secure ICB and national funding for MMUH for 2023/24. • Workforce workstream remains RED, a status that has not changed for over 12 months. A lack of leadership for this workstream is causing significant issues and detriment to other workstreams and the overall programme. External review commissioned to recommend the way forward re Recruitment, Management of Change and Organisational Development. Something needs to change. 	<p>Partial Assurance</p>
	<p>Independent Assurance/ PAR review process</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> •  Still in discussions with NHP re sourcing/agreeing external assurance. 	<p>N/a</p>
	<p>Benefits Report</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Good progress being made. Benefits continue to be refined and shared with stakeholders. • Discussion around 'optimism bias' discount factors and agreement that it is better to take a cautious approach. • Noted that the reduction in beds drives the most significant (by value) amount of revenue benefits (currently c£450m) and not meeting the bed reduction target wipes out this benefit. 	<p>Reasonable Assurance</p>
	<p>ICB Negotiation Pack</p>	

Chair's opinion:			Partial Assurance
<ul style="list-style-type: none"> A good summary of the MMUH story so far. Noted that the pack will keep evolving and being updated. Discussion around the pack becoming the 'single version of the truth' and something that could underpin all stakeholder discussions and communications. 			
MMUH and place based right sizing			
Chair's opinion:			Partial Assurance
<ul style="list-style-type: none"> A good summary of the MMUH story so far. Noted that the pack will keep evolving and being updated. Discussion around the pack becoming the 'single version of the truth' and something that could underpin all stakeholder discussions and communications. 			
Management of Change proposal			
Chair's opinion:			Partial Assurance
<ul style="list-style-type: none"> A good summary of the MMUH story so far. Noted that the pack will keep evolving and being updated. Discussion around the pack becoming the 'single version of the truth' and something that could underpin all stakeholder discussions and communications. 			
Recruitment status and forecast			
Chair's opinion:			Partial Assurance
<ul style="list-style-type: none"> A good summary of the MMUH story so far. Noted that the pack will keep evolving and being updated. Discussion around the pack becoming the 'single version of the truth' and something that could underpin all stakeholder discussions and communications. 			
MMUH Programme Company Budget Report			
Chair's opinion:			N/a
<ul style="list-style-type: none"> Noted. Main issue (remains) securing significant funding from national sources and the two ICBs. 			
Developing the Smethwick UTC – Business Case			
Chair's opinion:			N/a
<ul style="list-style-type: none"> Supported. Agreed FIPC was where the business case needs to be considered and challenged/approved. 			
Positive highlights of note	Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Workforce workstream continuing concerns. Something (radical) needs to be considered as lack of progress in this workstream is negatively impacting other workstreams and the overall programme. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> UTC approval to be considered by FIPC.