

<b>Board of Directors Annual Workplan</b>			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	08/12/2021	<b>Agenda item</b>	14
<b>Lead Director</b>	Alison Hughes, Director of Corporate Affairs		
<b>Author(s)</b>	Alison Hughes, Director of Corporate Affairs		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input checked="" type="checkbox"/>		<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input type="checkbox"/>
<b>Purpose</b>			
<p>The purpose of this paper is to provide the Board of Directors with an updated and revised workplan which maps throughout the year the public business of the Board of Directors of Wirral Community Health &amp; Care NHS Foundation Trust.</p> <p>This has been revised following comments at the meeting of the Board of Directors in October 2021 to review the timetable for the submission of Annual Reports.</p>			
<b>Executive Summary</b>			
<p>In accordance with its Terms of Reference, the Board of Directors sets the strategic direction for the Foundation Trust, takes corporate responsibility for all Trust activity, whilst monitoring performance across the organisation and ensuring national policy and legislative requirements are effectively addressed and implemented. It is therefore essential that the Board of Directors has an annual workplan to determine the flow and reporting of information in a timely way and in accordance with the Board's cycle of meetings.</p> <p>The workplan enables a structured and streamlined approach when setting the Board agendas and ensures that all the statutory and regulatory business is submitted to the meetings of the Board of Directors in a timely manner.</p> <p>The workplan also ensures the governance and strategic aspect of Board business is covered and has recently been updated to reflect amendments and additions that have been made.</p>			
<b>Risks and opportunities:</b>			
<p>The annual work plan includes the presentation of the Board Assurance Framework (BAF) at each Board of Directors meeting. The BAF records the principal risks that could impact on the Trust's ability in achieving its strategic objectives. Risks relating to other agenda items will be detailed in the reports that are presented to the Board of Directors meetings.</p>			
<b>Quality/inclusion considerations:</b>			
<p>Quality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Equality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>QIAs and EIAs will be undertaken when required for relevant agenda items set out in this workplan..</p>			
<b>Financial/resource implications:</b>			
<p>If additional resources are required to address areas for improvement in agenda items presented to the Board of Directors as part of this work plan, business cases will be prepared and considered in line with the Trust's Standing Financial Instructions.</p>			
<b>Trust Strategic Objectives</b>			
<p>Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.</p>			
<input type="checkbox"/> Our Performance - growing community services across Wirral, Cheshire & Merseyside	<input type="checkbox"/> Our Populations - improving services through integration and better coordination	<input type="checkbox"/> Our Performance - delivering against contracts and financial requirements	

<b>Board of Directors is asked to consider the following action</b>		
The Board of Directors is asked to receive and be assured by the annual workplan presented.		
<b>Report history</b>		
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>
Board of Directors	06/10/2021	Timings of Annual Reports presented to Board to be reviewed.

PUBLIC Board of Directors - cycle of business								Notes
Lead	Q4		Q1	Q2		Q3		
	February	April	June	August	October	December		
<b>Statutory Business</b>								
Chair's Report	Director of Corporate Affairs	✓	✓	✓	✓	✓		
Report from the Lead Governor	Lead Governor	✓	✓	✓	✓	✓		
Chief Executive's Report	Director of Corporate Affairs	✓	✓	✓	✓	✓		
Reports from the sub-committees of the Board (inc. informal board and Staff Council)	NEDs Director of Corporate Affairs Director of HR & OD	✓	✓	✓	✓	✓		
<b>Governance</b>								
Patient/Service User - Journey of Care	Chief Nurse	✓	✓	✓	✓	✓		
Staff Story	Director of HR & OD	✓	✓	✓	✓	✓		
Well-Led Developmental Review Action Plan	Director of Corporate Affairs	✓		✓		✓		
Annual Declarations of Interests	Director of Corporate Affairs			✓				
Terms of Reference for committee & board - annual review	Director of Corporate Affairs				✓			
Report following committee self-assessments	Director of Corporate Affairs			✓				
Informal board annual programme	Director of Corporate Affairs		✓					
Trust Wide Policy Schedule (via Audit Committee)	Director of Corporate Affairs Audit Chair	✓				✓		
<b>Regulatory</b>								
Delegated Authority to Audit Committee for sign off of Annual Report	Director of Corporate Affairs		✓					
NHS Provider Licence Self-Certification	Director of Corporate Affairs			✓				
Healthcare worker influenza vaccination campaign - public assurance report	Chief Nurse				✓			
CQC statement of purpose	Chief Nurse	As required.						
Mortality Report - Learning from Deaths (post-QSC)	Medical Director		✓	✓	✓		✓	
Annual Financial Plan	Chief Finance Officer	To be confirmed subject to national planning guidance and associated timetable.						
Social Value mid-year report	Chief Strategy Officer		✓					
<b>Strategy</b>								
Organisational Strategy	Chief Executive		✓					
Organisational Strategy - Assurance Report	Chief Executive	✓				✓		
People Strategy	Director of HR & OD		✓					
Inclusion Strategy	Director of HR & OD			✓				
Quality Strategy	Chief Nurse		✓					
Medicines Optimisation Strategy	Medical Director					✓		
Communications & Marketing Strategy	Director of Corporate Affairs			✓				
Communications & Marketing Strategy - Assurance Report	Director of Corporate Affairs	✓		✓	✓		✓	
Digital Strategy	Chief Strategy Officer		✓					
<b>Business</b>								
Integrated Performance Report	Chief Executive	✓	✓	✓	✓	✓	✓	
Safe Staffing Report	Director of HR & OD	✓						
<b>Risk Management</b>								
Board Assurance Framework	Director of Corporate Affairs	✓	✓	✓	✓	✓	✓	
Emergency Preparedness, Resilience & Response (EPRR) self-assessment	Chief Finance Officer					✓		
<b>Annual Reports</b>								
Audit Committee	Director of Corporate Affairs			✓				
Charitable Funds	Chief Finance Officer			✓				
Complaints & Concerns	Chief Nurse				✓			
Information Governance (inc SIRO & Caldicott Guardian)	Director of Corporate Affairs/SIRO				✓			
Freedom To Speak Up	FTSU Guardian					✓		
Director of Infection Prevention and Control	Chief Nurse/DIPC			✓				
Safeguarding	Chief Nurse			✓				

<b>External Well Led Developmental Review - progress review</b>			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	08/12/2021	<b>Agenda item</b>	15
<b>Lead Director</b>	Alison Hughes, Director of Corporate Affairs		
<b>Author(s)</b>	Karen Lees, Head of Corporate Governance		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input type="checkbox"/>		<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input checked="" type="checkbox"/>
<b>Purpose</b>			
The purpose of this report is to provide the Board of Directors with assurance on the progress with the externally facilitated Trust's well led review of leadership and governance using NHS Improvement's Well-Led Framework.			
<b>Executive Summary</b>			
This report sets out the good progress with the delivery of the externally facilitated well led developmental review. Work completed to date includes the planned: <ul style="list-style-type: none"> <li>document reviews,</li> <li>interviews with Board members and internal staff,</li> <li>observation of key meetings, and;</li> <li>a survey to Board members.</li> </ul> Further work is underway which includes staff surveys and wider engagement with partner organisations. The report also includes the next steps for the feedback and action planning to address any areas for improvement that are identified through the review.			
<b>Risks and opportunities:</b>			
The review findings present opportunities for the Board to further develop across the well led domain			
<b>Quality/inclusion considerations:</b>			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No Quality impact assessments and equality impact assessments will be undertaken when required for actions identified in the action plan			
<b>Financial/resource implications:</b>			
If additional resources are required to address areas for improvement business cases will be prepared and considered in line with the Trust's SFIs.			
<b>Trust Strategic Objectives</b>			
<i>Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.</i>			
Our Populations - outstanding, safe care every time	Our People - enhancing staff development	Our Performance - growing community services across Wirral, Cheshire & Merseyside	
<b>Board of Directors is asked to consider the following action</b>			
The Board is asked to note, and be assured by, the good progress with the delivery of the externally facilitated well led developmental review of leadership and governance, using the well-led framework.			

<b>Report history</b>		
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>
Board of Directors	During 2020-21	Regular updates have been provided on the internal well-led review through the Chair's Report.
Board of Directors	October 2021	The Board were assured by the plans put in place to deliver an externally facilitated well led developmental review

## **External Well Led Developmental Review - progress report**

### **Externally facilitated well led developmental review**

1. In October 2021 the Trust procured an externally facilitated developmental review which will contribute to the continuous improvement of Trust governance arrangements. The review is being undertaken by Mersey Internal Audit Agency (MIAA), and will support continuous improvement by identifying what is going well and areas for further development. The review will be informed by the findings from the internally facilitated well led review undertaken just prior to the COVID-19 pandemic.
2. The Board received and were assured by the proposed plans and methodology for the externally facilitated well led review at the October 2021 Board of Directors meeting.
3. This paper provides an update on the delivery of the well led review since the last Board of Directors meeting.

### **Methodology**

4. The external review began with an introductory meeting between the Board members and the MIAA leads in October. This meeting included the background to the review, the approach to be taken including the key lines of enquiry, review milestones, and the introduction of the MIAA team who were undertaking the work.
5. The MIAA staff undertaking the well led review work are distinct to the MIAA auditors who deliver the annual internal audit plan for the Trust to avoid any potential conflict of interest.
6. The methodology for the review was described in detail in the October Board paper and is aligned to the NHS Improvement well led framework. The methodology includes:
  - Desk top document reviews
  - Interviews - Board, Council of Governors and senior leaders
  - External partner organisations (invited to contribute)
  - Staff focus groups
  - Observation of key meetings

### **Delivery of the external well led review**

7. The review commenced as planned in October 2021 and good progress has been made.
8. The work undertaken includes:
  - The completion of the initial desk top review of key documents,
  - All interviews with Board members and senior leaders
  - Three surveys have been prepared, and the survey to Board members was issued in November with a closing date of 1 December. The surveys to senior managers and staff were not issued in November to allow staff to focus on the completion of the national staff survey, which had a closing date of the end of November. These well led surveys will be issued to staff in early December, and;

- Observation of the the private and public Board of Directors meeting in October and observation of further assurance meetings that were included in the delivery plan including the Quality & Safety Committee, Education & Workforce Committee and the Finance & Performance Committee.
9. Final pieces of work include any additional document reviews or interviews arising from the triangulation of the evidence reviewed to date; and the review team are arranging meetings with the Council of Governors and external organisations.

### **Feedback and Action Planning**

10. The plans for the feedback and action planning remain unchanged from those described in the report to the Board of Directors in October.
11. The findings and the initial conclusions will be collated by the review team and presented to the Chairman and Chief Executive for an initial sense-check. Following this, the findings and initial conclusions including good practice will be presented to the Board for discussion at the Informal Board meeting in the New Year. Due to the planned delay in the issuing of the staff surveys, there may be a slight extension to the date for the informal feedback to the Board
12. The Board of Directors will receive the report and develop an action plan in response to the areas that have been identified for further improvement. Areas of good practice highlighted by the review will be disseminated across the Trust
13. The key themes from the externally facilitated developmental review will be shared widely with staff and external partners and regulators (NHS Improvement and the CQC).

### **Board action**

14. The Board is asked to note, and be assured by, the good progress with the delivery of the externally facilitated well led developmental review of leadership and governance, using the well-led framework and the next steps described.

**Alison Hughes**  
**Director of Corporate Affairs**

Karen Lees  
Head of Corporate Governance

2 December 2021