

Board of Directors' Meeting April 2021

Agenda item	088/21			
Report	Ockenden Report Assurance Committee Summary Report			
Executive Lead	Director of Governance & Communications			
	Link to strategic pillar:		Link to CQC domain:	
	Our patients and community	✓	Safe	✓
	Our people	✓	Effective	✓
	Our service delivery	✓	Caring	✓
	Our partners	✓	Responsive	✓
	Our governance	✓	Well Led	✓
	Report recommendations:		Link to BAF / risk:	
	For assurance			
	For decision / approval	✓	Link to risk register:	
	For review / discussion			
	For noting	✓		
	For information			
	For consent			
Presented to:	N/A			
Dependent upon (if applicable):	N/A			
Executive summary:	<p>1. The first meeting of the Ockenden Report Assurance Committee was held on 25th March 2021 and was livestreamed. This brief report provides a summary of key points/issues that the Co-Chairs wish to draw to the attention of the Board of Directors and approval of the Board is sought for the Terms of Reference of the Committee, discussed at the meeting.</p> <p>2. Recommendation</p> <p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> • Approve the Committee's Terms of Reference • Note the contents of the report. 			
Appendices	Appendix 1: Committee Terms of Reference			

Ockenden Report Assurance Committee

25th March 2021

Co-Chairs' Summary Highlight Report

1. The first meeting of the Ockenden Report Assurance Committee was held on 25th March 2021 and was livestreamed. This brief report provides a summary of key points/issues that the Co-Chairs wish to draw to the attention of the Board of Directors.
2. Although the meeting had been convened at relatively short notice, all invitees were able to attend. In keeping with the intent that the work of the Committee should be thoroughly informed by the involvement of relevant stakeholders and groups representing service users (women and families), the membership consists of representatives of Maternity Voices Partnership, Healthwatch, Sherwood Forest NHS Trust (partner Trust for maternity services) and the Clinical Commissioning Group/Local Maternity and Neonatal System. The first meeting was enhanced by helpful and constructive contributions from all of the stakeholder representatives.
3. The Trust Chair introduced Jane Garvey in her role as her fellow Co-Chair, explaining that it was particularly in relation to Jane Garvey's experience in addressing issues of public interest and her well-developed inquiring communication skills, that she welcomed her contribution to the work of the Committee.
4. The Trust Chair took the opportunity to repeat the earlier unreserved apology that had been given to all those women and families who had been affected as a result of the failings outlined in the report and gave a commitment to implementing all of the actions of the report.
5. The Trust Chair explained that one of the clear findings of the Ockenden Report was that the Trust had systemically failed to implement the findings of earlier investigations and to listen to, and learn from, the experiences of women and families in our care. The Trust recognised the need for a different approach to assuring the implementation of the findings of the first Ockenden Report. Therefore she stated that the Ockenden Report Assurance Committee would function in a way very different from that of the more traditional Board Assurance Committee – in a way that would enable both its work, and the work of the Trust, to be shared with the wider public and, through the appointment of Ms Garvey as co-chair, in a way that ensures the public interest is held as highly relevant and fully engaged.
6. The intention is that the Committee's work will be time-limited and that it will work its way systematically through each of the 52 Ockenden Report actions (both the Local Actions for Learning and the Immediate and Essential Actions).
7. The meeting on the 25th March 2021 intended to focus on the Local Actions for Learning Theme 1 – Maternity Care, and Immediate and Essential Actions Theme 1

– Enhanced Safety. Because of the detail within Local Actions for Learning Theme 1, it was agreed that the meeting should focus entirely on this theme.

8. Dr Mei-See Hon (Clinical Director, Maternity Services) and Mr Martyn Underwood (Medical Director, Women and Children’s Division) gave a detailed presentation on each of the actions within Local Actions for Learning Theme 1 (4.54 – 4.66), confirming the current status regarding progress and delivery of the required actions. For each action there were detailed and considered “Q & As” (Questions and Answers). The Committee was especially grateful to Dr Hon and Mr Underwood for the clarity of their presentation which helped aid discussion.
9. The key highlight messages for the Board of Directors emerging from the first meeting can be summarised as follows:
 - Management of risk – whilst the format of the Ockenden Action Plan provides an update on progress and should highlight risk to delivery, there was a general view that specific risks should be called out and highlighted in a dedicated risk register which supports the Ockenden Action Plan. The Maternity Services Programme Management Office will oversee this. There is, for example, a requirement to ensure that a thorough risk assessment takes place at the antenatal booking appointment and at every appointment (LAFL 4.54). Whilst this is currently being done in paper form, the intention is that this process be digitalised with the rollout of the Badgernet system and any delay in the implementation of Badgernet presents a risk to digitalisation.
 - Patient communication and engagement – Local Action for Learning 4.55 requires that the maternity team provides women with accurate and contemporaneous evidence-based information as per national guidance. This will ensure women can participate equally in all decision-making and make informed decisions about their care; and that women’s choices are therefore respected. In discussion regarding the progress that the service is making in relation to this required action, it was recognised that ensuring a “voice of inclusion” for every woman remains a key deliverable – where women feel listened to, have an understanding of the pathways of care available for their needs, and as a result are able to give informed consent. The Trust’s maternity partners, Sherwood Forest NHS Trust, have agreed to assist the service with this key aspect of work. This key deliverable also speaks to the larger piece of work in relation to engagement generally and which will form part of the Committee’s future considerations.
 - Levels of assurance necessary to evidence and close an action – through the Ockenden Report Action Plan the Trust has committed to ensuring that actions are only closed off once they have been appropriately evidenced and assurance provided that this is the case. The Committee heard about the approach that was planned to provide this assurance via modification to the existing governance arrangements and, in addition, the need to ensure that sufficient clinical audit resource is made available.

- Avoid jargon – conscious that the meetings are intended to be livestreamed and of the commitment to make the work of the Committee accessible to the public we will endeavour to explain any technical language/ jargon and have an agreed to produce of glossary of commonly used acronyms.
- Maternity Services governance arrangements – in response to a request from a Committee member an overall flow chart of the governance arrangements relating to Maternity Services will be provided.

10. For the public, women and families who were listening to the livestream the Committee confirmed the following commitments:

- to being clear, honest and transparent about its processes and aims.
- a wish to actively listen to women and families as part of the work of the Committee and also as we plan our Maternity Services.
- through our reporting and engagement to make the work of the Committee accessible by being clear and simple in the use of our language and avoidance of jargon.

As part of this commitment members of the public have been asked to submit questions relevant to the work of the Committee following the meeting.

11. Questions received after the meeting, which are related to the topics addressed at the Committee meeting, whether received from members of the public or from committee members, will be addressed by Trust and will be included as an addendum to the subsequent meeting papers. In addition, the Trust will develop a webpage for the Ockenden Report Assurance Committee and all questions and answers will be posted on this page in a timely manner – before the next meeting where possible.

12. Finally, the schedule of meeting dates for the future meetings of the Committee are as follows:

DATE	TIME	METHOD
Thursday 22nd April 2021	09.00 – 11.30	MS Teams Live Streaming
Thursday 27th May 2021	09.00 – 11.30	MS Teams Live Streaming
Thursday 24th June 2021	09.00 – 11.30	MS Teams Live Streaming
Thursday 22nd July 2021	09.00 – 11.30	MS Teams Live Streaming
Thursday 26th August 2021	09.00 – 11.30	MS Teams Live Streaming
Thursday 23rd September 2021	09.00 – 11.30	MS Teams Live Streaming

Dr Catriona McMahon & Ms Jane Garvey
Co-Chairs, Ockenden Report Assurance Committee
31st March 2021

OCKENDEN REPORT ASSURANCE COMMITTEE TERMS OF REFERENCE

Introduction and Purpose

The Board of Directors has set up the Ockenden Report Assurance Committee, which will be responsible and directly accountable to it.

The principal purpose of the Committee will be to obtain and provide assurance in relation to the delivery, evidence, sustainability and impact of the implementation of the actions arising from the first Ockenden Report (December 2020). It will, therefore, be a time-limited Committee, which will be determined by its programme of work as agreed with the Board of Directors, and which is not expected to extend beyond twelve months.

In establishing this Committee, the Board of Directors is also mindful of the “call to action” signaled in the Ockenden Report that there must be an end to investigations, reviews and reports that do not lead to meaningful change (paragraph 1.13)¹. It is clear, therefore, that in order to rise to this necessary challenge, the approach to the work of this Committee must be different and which is reflected in its membership and duties set out below.

Membership

Members of the Committee will be:

Role
<i>Chair of SaTH</i>
<i>Co-Chair - External</i>
<i>Non-Executive Director - SaTH</i>
<i>Non-Executive Director - SaTH</i>
<i>Chief Executive - SaTH</i>
<i>Director of Nursing - SaTH</i>
<i>Medical Director - SaTH</i>
<i>Chief Operating Officer - SaTH</i>
<i>CCG Representative</i>
<i>Maternity Voices Partnership Representatives (MVP)</i>
<i>Healthwatch Representative</i>

Attendees of the Committee will comprise:

Role
<i>Divisional Medical Director- Women and Children’s Care Group - SaTH</i>
<i>Divisional Director of Operations – Women and Children’s Care Group - SaTH</i>
<i>Director of Midwifery – Women and Children’s Care Group - SaTH</i>
<i>Clinical Director – Obstetrics - SaTH</i>
<i>Programme Director – Maternity Assurance</i>
<i>Senior Project Manager, Maternity Transformation Programme</i>

¹ www.gov.uk/official-documents. (2010) Ockenden Report – Emerging Findings and Recommendations from the Independent Review of Maternity Services at Shrewsbury and Telford NHS Trust; Our first Report following 250 Clinical Reviews.

<i>Independent Governance Consultant</i>	
<i>Chairman, Lodestone – External Communications support</i>	
<i>Sherwood Forrest Representative</i>	
<i>Maternity Transformation Workstream Leads</i>	
Principal Duties	
<ul style="list-style-type: none"> • To thoroughly review and understand the progress and completion of the implementation of all of the actions arising from the first Ockenden Report (December 2020), namely fifty-two actions comprising twenty-seven Local Actions for Learning (LAFL) and seven ‘themed’ Immediate and Essential Actions (IEAs) which in turn comprise 25 specific sub actions. • To provide the assurance and accompanying evidence to the Board of Directors, the public, service users (women and families) commissioners and regulators relating to the delivery, sustainability and embeddedness of each of the fifty-two actions arising from the first Ockenden Report. • To enable delivery of its key principal duties, the Committee will develop, and subsequently agree with the Board of Directors, a detailed work programme, which will include a clear timeline for the completion of its work. • To ensure that the work of the Committee through its membership is thoroughly informed by the involvement of relevant stakeholders and groups representing service users (women and families) • To work in a way that recognises the organisational impact of this critical work and which is supportive to Executive Directors directly responsible for the implementation of the Ockenden Report actions and, in equal measure, challenging. • To ensure that any risks to delivery are identified, understood, and are being appropriately managed and mitigated where possible, and to report to the Board of Directors, by exception, any significant risks to delivery. • To ensure that the work of the Committee is described and presented in a way that is concise, meaningful, and respectful of women and families. • To commission any further work, as necessary, to ensure delivery of the Committee’s work programme. 	
Quoracy	
<ul style="list-style-type: none"> • Quoracy of the meetings shall be by simple majority of the Committee’s members. 	
Frequency of meetings	
<ul style="list-style-type: none"> • Meetings of the Committee shall be held in accordance with the requirements of the work programme and at least monthly in order to complete its work in a timely manner. 	

Reporting	
<ul style="list-style-type: none"> • The Committee shall report monthly to the Board of Directors in the form of a comprehensive report provided by the Committee Chair. • The Board of Directors will also set aside sufficient time at its Board meetings to enable the work of the Committee to be appropriately considered in keeping with the critical importance of this matter. This may take the form of dedicated Board sessions from time to time dealing with the key themes of the Ockenden Report and forming the work programme of the Committee. • In this way, the work of the Committee will be made available in the public domain. In addition, it will also be open to the Committee and Board of Directors to develop and ensure regular communication and updates on the progress in implementing the Ockenden Report actions. 	
Relationship to the role of the External Expert Advisory Panel - Maternity	
<p>The External Expert Advisory Panel was established by the Board of Directors in July 2020 to provide external expert advice and scrutiny, together with effective and evidenced assurance of the outputs from the Maternity Improvement Programme and related to the range of actions required and identified from the first Ockenden Report (December 2020).</p> <p>Through the assurance from the Ockenden Report Assurance Committee to the Board of Directors, it is the intention that the External Expert Advisory Panel provide appropriate additional scrutiny and examination of the work of the Ockenden Report Assurance Committee for the benefit of the Board of Directors.</p>	
Secretariat	
The Committee will be supported by an appropriately skilled and resourced secretariat.	
Review	
In the event that material amendments need to be made to the terms of reference during the life of the committee, approval of the Board of Directors will be sought.	
Approved:	February 2021
To be reviewed:	February 2022