


Board of Directors' Meeting 12 May 2022

Agenda item	079/22			
Report	Ockenden Report Action Plan			
Executive Lead	Director of Nursing			
	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	√	BAF1, BAF2, BAF3	
	For decision / approval		Link to risk register: CRR 16, 18, 19, 23, 27, 7, 31	
	For review / discussion			
	For noting			
	For information	√		
For consent				
Presented to:	Directly to the Board of Directors			
Dependent upon (if applicable):	N/A			
Executive summary:	<p>This report provides the following information:</p> <ul style="list-style-type: none"> • An update on outstanding actions from the first Ockenden Report (2020) • The first provisional assessment of the Trust's position in relation to the actions from the final Ockenden Report (2022) <p>The Board of Directors is requested to:</p> <ul style="list-style-type: none"> • Receive this report for information and assurance • Decide of any further information, action and/or assurance is required. 			
Appendices:	Appendix One: Ockenden Report Action Plan at 10 th May 2022 date			
Lead Executive:				

1.0 PURPOSE OF THIS REPORT

1.1 This report provides the following information:

- An update on outstanding actions from the first Ockenden Report (2020)
- The first provisional assessment of the Trust's position in relation to the actions from the final Ockenden Report (2022)

2.0 THE OCKENDEN REPORTS (2020) AND (2022)

2.1 The First Ockenden Report 2020

2.2 The Board of Directors received the first Ockenden Report – *“Emerging Findings and Recommendations from the Independent Review of Maternity Services at The Shrewsbury and Telford Hospital NHS Trust: our first Report following 250 clinical reviews”*¹ at its meeting in public on 7th January 2021.

2.3 The first Ockenden Report set out the following actions:

- Twenty-seven Local Actions for Learning (LAFL's), which were specifically for this Trust to implement
- Seven Immediate and Essential Actions (IEA's), comprising twenty-five sub-actions, which were for every provider of NHS Maternity Services to implement, including this Trust.
- In total, there were fifty-two actions for this Trust to implement

2.4 In response to the first report, the Trust introduced revised governance and assurance arrangements to manage the implementation of the required actions. This included changes to the assurance committee structures, changes to the ways in which the delivery of actions are assessed, measured, validated, and evidenced, and the involvement of a broad range of stakeholders and regulators in final decision making.

2.5 Progress against all the required actions has been reported monthly to each Board of Directors meeting in public, and this will continue.

2.6 As of 10th May 2022, the Trust had delivered all the actions it is the lead for (45/52) from the first report. This comprises 86% of the total fifty-two actions. At this stage, seven actions are yet to be delivered. These are all being led externally to the organisation, but each is 'on track' to be delivered by their proposed completion date.

2.7 Now that the Trust has received the final Ockenden Report, all actions from the first report have been amalgamated with the new actions from the final report into one single action plan. This is so that progress against the actions from both reports can be monitored continuously in one place and to ensure that, where delivered, they are being sustained. This action plan at 10th May 2022 is provided at **Appendix One**.

2.8 The Final Ockenden Report (2022)

2.9 The Board of Directors received the final Ockenden Report – *“Findings, Conclusions and Essential Actions from the Independent Review of Maternity Services at The*

¹ www.gov.uk/official-documents. (2020) 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.

Shrewsbury and Telford Hospital NHS Trust – Our Final Report”² at its meeting in public on 14th April 2022.

2.10 The final Ockenden Report set out the following new actions:

- Sixty-six Local Actions for Learning (LAFL’s), which were specifically for this Trust to implement
- Fifteen Immediate and Essential Actions (IEA’s), comprising ninety-two sub-actions, which were for every provider of NHS Maternity Services to implement, including this Trust.
- In total, there are 158 actions for this Trust to implement

3.0 STATUS OF REQUIRED ACTIONS

3.1 On receipt of the final report, work commenced immediately on assessing the new actions and undertaking a gap analysis against each of them. The Women and Children’s Division comprising, doctors, midwives, managers and MTP colleagues has undertaken a provisional review of each of the 158 actions from the final report. The reason these are **only provisional** at this stage is that each of these actions have yet to be validated formally through the Maternity Transformation Assurance Committee (MTAC). Regrettably, it has not been possible to do this before the production of this report; however, this will be back in synchronisation with the Board reporting timetable for the next meeting of the Board of Directors in public, in June 2022.

3.2 Therefore, the provisional summary position at 10th May 2022 is provided in the following tables:

Delivery Status

Report	Domain	Total Number of Actions	Not Yet Delivered	Delivered, Not Yet Evidenced	Evidenced and Assured
First Report 2020	LAFI	27	1	4	22
First Report 2020	IEA	25	6	1	18
First Report Sub-Total	BOTH	52	7	5	40
Final Report 2022 (Provisional)	LAFI	66	61	5	0
Final Report 2022 (Provisional)	IEA	92	78	14	0
Final Report Sub-Total (Provisional)	BOTH	158	139	19	0
Total Both reports (Provisional)	ALL	210	146	24	40

² www.gov.uk/official-documents. (2022) Ockenden Report – Final. Findings, Conclusions and Essential Actions from the Independent Review of Maternity Services at The Shrewsbury and Telford Hospital HS Trust.

Progress Status

Report	Domain	Total Number of Actions	Not Started	Off-Track	At Risk	On Track	Completed
First Report (2020)	LAFL	27	0	0	0	5	22
First Report (2020)	IEA	25	0	0	0	7	18
First Report Sub-Total	BOTH	52	0	0	0	12	40
Final Report (2022)	LAFL	66	61	0	0	5	0
Final Report (2022)	IEA	92	78	0	0	14	0
Final Report Sub-Total (Provisional)	BOTH	158	139	0	0	19	0
Total Both reports (Provisional)	ALL	210	139	0	0	31	40

3.3 As mentioned in section 2.7, all the actions from both reports are in one single Action Plan at **Appendix One**.

3.4 Points to note from these assessments, include:

- There are twenty-four actions awaiting validation to move to their next assessment rating at the Maternity Transformation Assurance Committee (MTAC) meeting on 10th May 2022. These comprise five actions from the first report and nineteen actions from the final report. In addition, colleagues from the Local Maternity and Neonatal System (LMNS) may propose status changes for two IEA's. A verbal update on the outcome of the discussions from MTAC will be provided at today's meeting.
- The work required to deliver all the actions from the second report is substantial. Some of these new actions are complex to navigate, and will take time to go through the due and agreed assurance and validation processes. It is essential that this is all done properly.
- A number of the new actions are dependent on factors external to the Trust, so these will need to be negotiated with external partners.
- The Board of Directors will notice from the action plan at **Appendix One** that some completion dates for some actions have not yet been determined. These will only be declared once the Trust can be confident of delivery.

4.0 SUSTAINABILITY OF DELIVERED ACTIONS

4.1 There is a risk that actions that have been assessed as delivered fully, evidenced, and assured previously, could potentially drift, and not be sustained over time. Therefore, to avoid this, three-monthly sustainability reviews are being introduced. These will check that all previously agreed deliverables, and requisite supporting evidence, are being sustained.

4.2 At a sustainability review, it is possible that an action's rating may deteriorate if the previously held aspect of delivery and/or evidence prevail no longer. In any such case, the action will be reassessed and re-graded, and have this validated via MTAC.

- 4.3 The sustainability review outcomes will be reported in future versions of this report on a quarterly basis.

5.0 RISKS TO DELIVERY AND MITIGATING ACTIONS

- 5.1 Whilst it is important to maintain focus, momentum, and pace with the delivery of the required actions, it is essential that these are all addressed and considered fully, are not rushed and that all the Trust's agreed assurance and validation processes are followed.
- 5.2 The Board of Directors will be apprised of any risks to delivery and any required mitigating actions, should they arise.

6.0 THE OCKENDEN REPORT ASSURANCE COMMITTEE (ORAC)

- 6.1 The Ockenden Report Assurance Committee (ORAC) last met on 15th March 2022. This meeting considered a full overview of each action from the first Ockenden Report. There has been an intentional interregnum to the flow of these meetings, for two months, to allow the Trust the necessary time to consider the second report fully and to assess and set out all the required actions clearly.
- 6.2 ORAC will reconvene monthly from Tuesday 21st June 2022 and will continue to be live streamed to the public. Although the final planning meeting for this meeting has not yet taken place with the Co-Chairs and the CEO, it is proposed that this meeting will consider the first overview of the actions from both reports and the proposed next steps. Subsequent meetings will consider the themes and actions more closely, on rotation.

7.0 NEXT STEPS

- 7.1 The next steps include prioritising the 158 new actions, looking into those actions that may have additional resource implications and, also, working through the connections that need to be made in relation to those actions that have external dependencies.
- 7.2 Part of this work will include considering how best to report this to the Board of Directors going forward.

8.0 SUMMARY

- 8.1 Significant work has been undertaken already to undertake a preliminary review of all the actions from the final report. This work will continue at pace but with the due diligence required to deliver them fully and properly.
- 8.2 There is a great deal of work arising from these new actions, which include prioritising them and, also, undertaking assessments to determine the resource requirements to deliver them.

9.0 ACTION REQUIRED OF THE BOARD OF DIRECTORS

9.1 The Board of Directors is requested to:

- Receive this report for information and assurance
- Decide if any further information, action and/or assurance is required.

Hayley Flavell
Executive Director of Nursing
10th May 2022

Appendix One: The Ockenden Report Action Plan