

Agenda item:	6
Date of meeting:	19 November 2025
Report to the:	Group Trust Board
Title of report:	Chief Executive's Report
Report authors:	Sarah Feal, Company Secretary and Freedom to Speak Up Guardian Vicky Brooke, Associate Director of Marketing, Communications and Engagement
Executive sponsor:	Matthew Winn, Chief Executive Officer
Recommendation:	Note

Assurance level:	Substantial <input type="checkbox"/> Reasonable <input type="checkbox"/> Partial <input type="checkbox"/> Minimal <input type="checkbox"/>
Rationale:	Not Applicable.

1.0 Executive Summary

The report details in 6.1 national publications connected with the core responsibility of the Trusts. Flu jabs and keeping safe for winter is of central importance – further details on how we are vaccinating our staff can be found in later Board papers. Two important documents on development of commissioning and the three-year planning framework for the NHS are referenced in section 6.1.4. The executive will be working with our services and each Integrated Care Board to develop robust and sustainable plans for 2026/217 as a priority.

Section 6.2 and 6.3 contains important annual reports the Trust submits nationally to NHS England as part of our statutory responsibilities. They describe our self-assessment, part of the NHS Oversight Framework; our self-assessment against the NHS Emergency Preparedness, Resilience and Response Core Standards, and self-declaration against Medical Appraisal and Revalidation. The executive leads for each return and wider executive are content they contain an accurate description of our capabilities and work and provide no new concerns for the Trust Board. Nor do the returns negatively impact on risks within our Board Assurance Framework.

Finally, section 6.4 contains a range of insights and activity to support our organisations to be a great place to receive care from and a great employer to support our staff.

2.0 How the report supports tackling Health Inequalities

Focused flu vaccination support improvements in health inequalities in our population and staff group (section 6.1.1).

3.0 Links to Board Assurance Framework / Trust(s) Risk and Issue Registers

There are none identified.

4.0 Legal and Regulatory requirements

4.1 The following apply:

- The Civil Contingencies Act 2004
- The NHS Act 2006 and Health and Care Act 2022
- NHS Standard Contract
- NHS England Emergency Preparedness, Resilience and Response Framework

5.0 Previous consideration by Committee or Executive

24 September 2025, Chief Executive's Report – Group Trust Board.

6.0 Report

6.1 National Updates

6.1.1 NHS issues flu jab SOS with worst of winter only weeks away

The NHS has issued a 'flu jab SOS', with only weeks to go before the worst of the flu season typically bites. Eligible adults are being urged to come forward now, so they are fully protected ahead of the usual flu season peak in the winter months.

In response, the health service is making 2.4 million vaccination slots available next week. The NHS is calling on eligible adults to get their jab as soon as possible to stamp out the early wave of flu hitting the NHS more than a month earlier this year, with cases triple the same time last year.

The integrated governance report (section 1.1) sets out how we are protecting staff and the coverage in both trusts at time of publication of these papers.

6.1.2 Attention Deficit Hyperactivity Disorder

An independent taskforce established to tackle challenges in attention deficit hyperactivity disorder (ADHD) care has published its [final report](#).

The ADHD Taskforce final report assessed services across health, education, employment, and the criminal justice system.

Given the waiting times for children to complete their assessments and receive support (see section 4.1) of the Integrated Governance report) across our Trusts we are particularly interested that the national policy and approach manifests in real change to ensure more children (and adults) receive the timely help as soon as possible.

6.1.3 Anti-racism

NHS England has written to Trusts on the 16th of October 2025 reminding us of our duties and the protection of staff, with regular incidents of racist abuse whilst people are undertaking their jobs.

The letter asks that we, in line with other Government arm's length bodies, adopt the [International Holocaust Remembrance Alliance \(IHRA\) working definition of antisemitism](#). Anita Pisani will discuss with our cultural diversity leads in both Trusts, to get views from our staff networks and then recommend a way forward, in line with our developing, inclusive culture, across both Trusts.

6.1.4 National policy

A) NHS England has published its strategic commissioning framework: [NHS England » NHS strategic commissioning framework](#)

The Framework sets out NHS England's expectations from Integrated Care Boards (ICBs) in their strategic commissioner role, and what ICBs and providers can expect from us, as part of a step-by-step guide with an updated commissioning cycle. A strategic commissioning development programme to identify and build the skills and capabilities needed within ICBs for successful strategic commissioning will follow.

The Trust will work with ICBs to ensure alignment with our operating model and support as they refine their core approaches and purposes. This may result in the trust being asked to take on functions or staff that, in the future, should be supported in an NHS provider, rather than a strategic commissioner.

B) The Government has published a [Medium Term Planning Framework](#) covering the financial years 2026/27 to 2028/29. Unlike most recent planning guidance covering only one year, this planning framework covers three years, following the three-year revenue and four-year capital spending review settlements published in the summer.

The framework commits to more ambitious targets across cancer, urgent care, waiting times, access to primary and community care, mental health, learning disabilities and autism, and dentistry, with an ambition to achieve constitutional standards by 2028/29 where possible.

It also ‘returns to some of the basics that have taken a back seat over the last decade’ incorporating expectations around patient and staff feedback and aims to support delivery of the ambitions in the Ten-year health plan (10YHP).

The Trust is working with its two host NHS Integrated Care Boards to work through the detail; the document provides the core detail to undertake service planning in the organisation, and we await more detailed financial and workforce assumption, which are due to be published in late November.

6.2 Regional Matters

6.2.1 NHS Oversight Framework – Assessing Provider Capability

NHS England has developed an approach to [assessing provider capability](#) which forms part of the NHS Oversight Framework. Boards must self-assess across six key areas, derived from the ‘Insightful Provider Board’ concept:

1. Strategy, leadership and planning
2. Quality of care
3. People and culture
4. Access and delivery of services
5. Productivity and value for money
6. Financial performance and oversight

The completed Provider Capability Self-Assessment Templates for both organisations were submitted on time and are available in the **Annex**.

6.3 Matters related to our Trust(s)

6.3.1 NHS Emergency Preparedness, Resilience and Response Core Standards

Both Norfolk Community Health and Care NHS Trust and Cambridgeshire Community Services NHS Trust have submitted their NHS Emergency Preparedness, Resilience and Response Core Standards assessment as part of the annual review into governance arrangements. These standards set out the expectations for NHS providers in relation to emergency planning and business continuity.

In the latest submission, Norfolk Community Health and Care NHS Trust reported a position of Substantial compliance, with 53 out of 58 standards fully met and Cambridgeshire Community Services NHS Trust also reported a position of Substantial compliance, with 56 out of 58 standards fully met.

	NCHC	CCS
Overall submission level	Substantial (91.3%)	Substantial (96.5%)

	NCHC			CCS		
	Non Compliant	Partially Compliant	Fully Compliant	Non Compliant	Partially Compliant	Fully Compliant
Domain 1 - Governance	0	0	6	0	0	6
Domain 2 - Duty to risk assess	0	0	2	0	0	2
Domain 3 - Duty to maintain Plans	0	0	11	0	0	11
Domain 4 - Command and control	0	1	1	0	0	2
Domain 5 - Training and exercising	0	0	4	0	1	3
Domain 6 - Response	0	0	5	0	0	5
Domain 7 - Warning and informing	0	0	4	0	0	4
Domain 8 - Cooperation	0	1	3	0	0	4
Domain 9 - Business Continuity	0	0	10	0	1	9
Domain 10 - CBRN	0	3	7	0	0	10
Totals	0	5	53	0	2	56

Both organisations have developed and submitted action plans to address the standards not yet fully compliant and implementation of these will be overseen by the executive committee.

6.3.2 Freedom to Speak Up Update - We Each Have a Voice that Counts

This update includes concerns raised during the reporting period April to September 2025 through the Freedom to Speak Up Guardian function. It does not include case management information relating to other speak-up channels across the organisation, for example, line manager or HR routes.

The Guardians continue to collaborate with the East of England local Guardian network for peer support and sharing of learning via a community of practice forum.

The Guardians have direct access to the lead Executive for Freedom to Speak Up, Anita Pisani, and hold regular meetings with the lead to talk through case management including raised concerns, escalation routes, themes, outcomes and organisational learning. The Guardians also have direct access to our independent Non-Executive Director, David Crawford.

Between April and September 2025, there have been 10 concerns for Cambridgeshire Community Services NHS Trust. In the same period last year, there were 4 cases.

Both organisations submitted their anonymised reports to the National Guardian's Office on time, and a summary of the key themes for Cambridgeshire Community Services NHS Trust is provided below. The summary data for Norfolk Community Health and Care NHS Trust will be provided in the next report.

Figure 1 - Table of cases reported to the National Guardian's Office (CCS NHST only)

2025	April to June	July to September	Total
Total number of cases	3	7	10
Themes			
Attitudes and Behaviours	2	3	5
Equipment and Maintenance	-	-	-
Policies, procedures and processes	1	2	3
Service changes	-	1	1
Other (sexual misconduct)	-	1	1

6.3.3 Medical Appraisal and Revalidation Annual Report – both organisations.

The Responsible Officer for both Trust(s) is Dr Caroline Kavanagh, the Chief Medical Officer. The full nationally submitted reports for both organisations are available in the **Annex**. Cambridgeshire Community Services NHS Trust is also the Designated Body for Arthur Rank Hospice, and this report has also been included for completeness.

All Doctors were engaged with the appraisal and revalidation process, they are safe, up to date and fit to practice. There were no concerns that required General Medical Council referral.

6.3.4 Trusts Annual general meetings and annual reports

The 2025 CCS and NCH&C Annual General Meetings took place on Wednesday 24 September. Recordings of the meetings, which featured a review of the financial year 2024/25 and Q&A opportunity, are available here - [CCS AGM](#) and [NCHC AGM 2025](#)

You can read the [2024/25 CCS Annual Report and Quality Accounts](#) here. As well as the full report, there is also a summary version, an easy read version and a video highlight reel.

You can read the [2024/25 NCH&C Annual Report and Quality Account](#) here as well as the Annual Summary

6.4 Update on our communication activity across both organisations

Providing great local health and care

AccessAble

NCH&C launched detailed accessibility guides for each of its main sites in October. Each guide contains detailed information and photos to help patients and visitors feel confident and prepared when attending an appointment at NCH&C. [Click here for more information and to access the guides](#). AccessAble is already rolled out for all CCS sites that the public access.

Community outreach

We launched a campaign on social media and in Primary Times this week to recruit service users to our Young Voices Together forum. The forum will empower children and young people to participate and co-produce the way our Children's and Young People's Services are delivered. You can find out more about Young Voices Together [here](#). You can also read about it in the [current issue of Primary Times](#) (page 4 and 22).

Advice and guidance

We have been promoting the importance of getting children vaccinated against flu to parents and providing information about where they can go to get the vaccination if they have missed the school visits.

Staff comms around flu have been adapted in response to the lessons from the flu wave in Australia. Experiences in Australia are a helpful insight into the likely effect and severity of winter viruses, and the signs are that we could have a difficult winter. Flu campaigns with staff and public are now strongly recommending vaccines and highlighting the higher risk of hospitalisation and death from flu this year and raising awareness of the most at-risk groups.

Collaboration with partners

Our new Trust

We are in the process of engaging with the public about the merger of our organisation and have also been undertaking communications with system partners and MPs. Matthew Winn met with [Alex Mayer, Labour MP for Dunstable and Leighton Buzzard](#) and [Daniel Zeichner, Labour MP for Cambridge](#), in early November at Westminster in response to our email to MPs about the proposed new Trust and its name.

Valuing our people

Supporting colleagues

Following recent far-right demonstrations and societal unrest a message was sent to all staff from Deputy Chief Executive and ally Anita Pisani, Ash Sumbhoolaul (Cultural Diversity Network Advocate at CCS), and Mercy Kaggwa (Chair of the Diverse Heritage Network at NCH&C) inviting colleagues to join an online open space session. The sessions provided a chance to come together, support one another, and explore what ongoing support might look like. Feedback from participants was positive and staff said they welcomed a safe space to reflect and support each other.

Celebrating staff at CCS and NCH&C

On Thursday 25 September, 180 members of staff gathered at our REACH Awards to celebrate excellence across NCH&C. More than 300 entries were submitted for the awards. Well done to all our finalists and a big congratulations to all our amazing winners. You can read about all our winners, [here](#). You can also watch some of the highlights from the night on the video [here](#).

A huge thank you to everyone that bought a raffle ticket and helped raise £886 for NCH&C Charitable Funds.

The CCS Excellence Award winners have been celebrated across internal channels and on social media. In addition to celebrating the achievements of those nominated across 14 categories, we've been highlighting the long serving staff marking 3,011 years of dedicated service between them, and those completing their apprenticeships. Our social content includes a video from physiotherapist Jolomi on what winning an award means to him.

Allied Health Professionals Day

To mark AHPs Day, we launched a special episode of The Handover podcast, recorded at NCH&C's first AHP Conference earlier this year. The event brought staff together to talk about being an AHP in the community and to learn more about each profession. [You can listen here](#).

Freedom to Speak Up Week

This national awareness week enabled us to talk about the ways colleagues can raise concerns and issues and encouraged people to feel safe speaking up. This has included messages from our FTSU guardians and from Anita Pisani as people lead.

Cultural days

Our LGBT networks marked a variety of events in October including National Coming Out Day and International Pronouns Day and there was also a presentation at CCS network meeting about the bi+ umbrella following up on Bisexual Visibility Day.

Meanwhile our cultural diversity networks and social media channels have been marking Black History Month with screensavers, stories of Afro-Caribbean role models, a quiz and stands at various sites. Eddy Smythe shared the remarkable story of his father, John Smythe QC, OBE, MBE (mil) - a pioneering figure whose legacy continues to inspire. [Read the full article on The Loop](#).

Awards

NCH&C has been shortlisted for the 'Inclusive Culture' Award at the Onvero (formerly ENEI) Inclusivity Excellence Awards 2025. The awards celebrate individuals and organisations that are making a significant contribution to promoting inclusivity and diversity in their companies and industries. NCH&C is shortlisted for its work creating an inclusive and supportive culture in West Place. [Click here for more info](#).

Celebrating Community Services Week

This annual event was marked this week to shine a light on the role, breadth, and importance of community health services. Hosted by the NHS Confederation and NHS Providers, the campaign primarily runs on social media using #CelebratingCommunityServices to showcase services, celebrate successes, and highlight the impact on people's lives. This year, with a new government in place and a ten-year health plan in development, the theme was "Creating a sustainable community sector for the future."

Both CCS and NCH&C amplified the campaign hashtag on their social media throughout the week.

NCH&C highlighted the vital role community services play in improving lives in internal and external comms [via these staff stories](#). At CCS the week was celebrated with examples of patient feedback across our services and case studies of outstanding practice in Dynamic Health to manage waiting lists, outreach with homeless people by Dental Health and showcasing the impact of virtual wards.

New careers hub

NCH&C has launched a [new careers hub](#) on its Trust website, replacing its former separate careers website (WeAreNCHC). This move will further increase job applicant traffic and improve the user journey and experience of those looking to work for us.

Secure our future through innovation

Message from Wes Streeting to CCS and NCH&C staff

We received a message from Health and Social Care secretary, Wes Streeting, in recognition of both Trusts being placed in Segment 1 of the NHS's first ever performance league table, which was shared with staff in our comms. He said:

"... You are leading the way by demonstrating what top quality healthcare looks like, even at a time when the NHS is under huge pressure. Your position at the top of the new league tables is testament to your hard work, professionalism and commitment to patients, and I want you to know it hasn't gone unnoticed.

"Our goal now is to take the best of the NHS to the rest – I know you will continue to lead by example and share your best practices with colleagues across the country. And we want you to put your foot down on the accelerator and continue to show our country's health service what's possible.

"I want to thank you all personally for the care you deliver every single day – you should be hugely proud of this achievement."

Building Trust

More than 200 colleagues took part in October's Group Briefing. A recording is available for staff that couldn't attend. The next session will take place on Thursday 27 November, 1pm to 1.45pm.

Group Board

Last month we said farewell to our Deputy Chair, Graham Nice. After an incredible 50-year career in the NHS, Graham retired from his NED role on Tuesday 14 October. We thanked him for his invaluable contributions to our Trusts and the wider NHS, and wish him all the very best for a happy and fulfilling retirement. [Read more about Graham's career and extraordinary contributions.](#)

Jayne Sharma joined our Group Board as an Associate NED, bringing extensive experience in technology and transformation. She is passionate about creating a working environment with diverse leadership, thinking and acceptance. [You can read more about Jayne here.](#)

AGMs

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Sustainability

Our Trusts have received £1.5m from government to install solar panels across eight sites - the largest number of sites to benefit from the latest investment. The panels will go on Doddington Hospital in Cambridge and on the following Norfolk sites: Colman Hospital; Dereham Community Hospital; Kelling Community Hospital; North Walsham War Memorial Hospital; Norwich Community Hospital; Parkview Resource Centre in King's Lynn; and Swaffham Community Hospital.

Annex:

6.1 Provider Capability Self-Assessment Templates

6.2 Medical Appraisal and Revalidation Annual Reports