NHS
East of England
Community Health and Care
NHS Trust

Agenda item:	6
Date of meeting:	18 November 2026
Report to the:	Trust Board
Title of report:	Chief Executive Officer's Report
Report author:	Lea Fountain, Associate Director for Communications and Engagement Louisa Scoggins, Senior Executive Assistant and Team Lead
Executive sponsor:	Matthew Winn, Chief Executive Officer
Recommendation:	Approve
	Agree the updated Statement of Purpose for the Care Quality Commission.
	Agree the amendment to the Remuneration Committee's Terms of Reference

Assurance level:	**Substantial** ☐ **Reasonable** ☐ **Partial** ☐ **Minimal** ☐
Rationale:	Not Applicable

1.0 Executive Summary

1.1 The report sets out in section 6.1 recent national publications impacting the organisations, including guidance on single sex spaces, accessing patient information and to note, the upcoming industrial action by medical consultants.

1.2 Section 6.2 has a six-month update on the overall activity coming through our Freedom to speak up Guardian and this should be read in conjunction with Board agenda eight on broader people themes. The section also sets out updates to our regulatory statement of purpose to the Care Quality Commission, which the Board is asked to approve together with an amendment to the Remuneration Committee's Terms of Reference.

2.0 How the report supports tackling Health Inequalities

2.1 The Chief Executive's report supports tackling health inequalities by informing the Board of national, regional and local priorities, highlighting disparities in healthcare access and outcomes, monitoring performance data, and ensuring the Trust takes targeted action to improve equity of care for all population groups.

3.0 Board Assurance Framework and Trust Risk and Issue Registers

3.1 Many of the themes in the report impact our ability to provide high-quality care and deliver our clinical and care strategy and therefore have an indirect link to many of the risks continued in the Board Assurance Framework, as set out in agenda item fourteen in the Board meeting.

4.0 Legal and Regulatory requirements

4.1 The following legislation and regulation apply:

- Care Act 2014
- Children Act 1989 and Children Act 2004
- Working Together to Safeguard Children
- Care Quality Commission (CQC) Fundamental Standards
- NHS Safeguarding Accountability and Assurance Framework
- NHS Net Zero Supplier Roadmap
- NHS England's "2027 NHS Carbon Reduction Plan Requirements for the Procurement of NHS Goods, Services and Works" Guidance

5.0 Previous consideration by Committee or Executive

30 September 2026, Trust Board.

6.0 Report

6.1 National Updates

6.1.2 **Single sex guidance –** In October NHS England published and shared guidance and a letter to support NHS organisations in the provision of single-sex services and facilities. We have already completed an audit of our sites, and almost all our sites are compliant with the new equalities act guidance on biological sex. The Trust is reviewing its approach to facilities that may need adaptation, working alongside impacted staff groups.

6.1.3 **Consultant industrial action –** Due to national industrial action, Consultants will only be offering emergency cover on 25 and 26 November. The biggest impact is likely to be acute planned care for our hospital partners, and we are working with partners to understand how we can support them as well as ensure our essential consultant led services are not impacted.

6.1.4 **The 2025/26 National Cost Collection** data has been published, which includes provider-level cost data and the National Cost Collection Index. The Trust will be using this information, alongside the national pricing guidelines (published as part of the block contracting deconstruction approach) to support and inform our 2027/28 budgetary process.

6.1.5 NHS England has published a reminder on the **Unauthorised, inappropriate and unjustifiable access to confidential patient information**. The Trust has already reviewed relevant Trust policies and processes and in our communication with staff reinforced the zero-tolerance approach to inappropriate access. We are taking actions to strengthen the automated flagging of suspicious patient records access and will be including in our auditing programme for 2027/28.

6.2 Matters related to our Trust

6.2.1 **Chair recruitment and non-executive directors** - The recruitment process for our new Chair is underway with interviews being held in November. During the past few months, we also said goodbye to Anna Gill and David Crawford. We wish them both all the very best and thank them for their time on our Board.

6.2.2 In October Sir Ciarán Devane, Chief Executive of **The NHS Alliance**, visited The Poynt in Luton. He reported the visit in the Alliance's Start the Week publication where he said: "I had the pleasure of visiting East of England Community Health and Care NHS Trust's Luton base – the Poynt – which brings together a number of teams under one roof, including children's community nursing, district nursing, rapid response teams, alongside a Single Point of Access – which connects residents to the majority of the Trust's services. I'm hugely grateful everyone for having us and sharing such valuable insights."

6.2.3 **Care Quality Commission Statement of Purpose**

The Trust's Statement of Purpose has been updated to reflect changes to registered services and ensure compliance with Care Quality Commission registration requirements.

The amendments include the Trusts planned cessation of providing the Mill Lodge short break respite service for adults with learning disabilities, effective 31 December 2026; updates to the Oral Health Improvement Service locations following commencement of the West Northamptonshire and Norfolk Oral Health Improvement Contracts.

The changes ensure the Statement of Purpose remains an accurate and up-to-date reflection of the services provided by the Trust. The revised Statement of Purpose (Version 1.2) has been submitted for approval and will be notified to the Care Quality Commission in accordance with regulatory requirements.

6.2.4 **Freedom to Speak Up Update**

This update includes concerns raised during the reporting period April to September 2026 through the Freedom to Speak Up Guardian function for the Trust. It does not include information relating to other speak-up channels, line manager or human resources routes.

The Guardian for the Trust is linked into the East of England local guardian network, for peer support and sharing of learning, via a community of practice forum.
The Guardian has direct access to the lead Executive for Freedom to Speak Up, Anita Pisani, and holds regular meetings with the lead to talk through raised concerns, escalation routes, themes, outcomes, and organisational learning. The Guardian also has direct access to our Non-Executive Director, Charlotte Black, should this be required

Between April and September 2026, there have been 50 concerns raised across the Trust. In the same period last year, there were 37 cases (10 cases with legacy Cambridgeshire Community Services NHS Trust, and 27 cases with legacy Norfolk Community Health and Care NHS Trust).

Anonymised reports were submitted on time to NHS England, and a summary of the key themes is provided below:

2026	April to June	July to September	Total
Total number of cases	8	42	50
Cases raised anonymously	1	1	2
Cases with an element of:			
Patient Safety or Quality	1	15	16
Worker Safety or Wellbeing	1	42	43
Bullying or Harassment	2	28	30
Other inappropriate attitudes or behaviours	3	38	41
Disadvantageous and/or demeaning treatment	0	12	12

The themes and issues will be explored in the Board agenda No 8 – people priorities.

To celebrate Freedom to Speak Up month, we promoted the new Trust resources to help build on our culture where everyone feels safe, valued and empowered to speak up including:

- A dedicated Freedom to Speak Up intranet page
- A new confidential contact form, which can also be used anonymously if preferred
- An updated Freedom to Speak Up policy
- A new bulletin to share themes, learning and opportunities for improvement
- A new poster highlighting all speaking up routes available across the Trust

6.2.5 Governance Manual Amendment

The Trust Board is asked to **approve** an amendment to the Remuneration Committee Terms of Reference to enable the Committee to approve recommendations for redundancy payments of **£150,000** or above prior to submission to NHS England, in line with updated NHS England guidance on exit payments. This reflects an increase in the approval threshold from £100,000 to £150,000. The amendment is recommended by the Remuneration Committee following consideration at its meeting on 29 October 2026.

6.2.6 Update on our communication activity

Put people in control of their care

- **Mobile working pilot -** We are now a couple of months into our pilot of tools like Brigid and gaining valuable insight into how technology can better support community-based care. Staff value being able to quickly access patient records, medication information, photographs and contact details while out in the community, helping to support clinical decision-making without returning to base

Value our colleagues

- **Shining Stars** - Rebecca (Becky) Russell, Betty Rea, and Georgia Sutton were our Shining Stars for September. Becky from the Fens and Brecks Community Nursing Team was selected for her exceptional compassion, professionalism, and commitment to patient-centred care. Betty Rea and Georgia Sutton from the South Norfolk Mental Health Support Team were chosen as winners following a nomination by a family for their outstanding assessment, intervention, and family-centred support.
- **Volunteer award -** This quarter's winner of the Valuing our Volunteers Award was Cathy Hunt, a reception and welcomer volunteer at the Princess of Wales Hospital in Ely. Cathy was nominated by her volunteer line manager and estates area manager Jo Oakey. Jo highlighted how friendly, approachable and helpful Cathy is, her compassion and kindness, and the way she makes people feel at ease. What particularly stood out was the way Cathy has gone above and beyond to create a WhatsApp group for her fellow volunteers, arranging social outings and fostering a real sense of inclusion and community for the volunteering team.
- **Long service awards -** In November we will be celebrating our long serving colleagues with celebration events in each locality. 530 people reached milestones this year, including someone celebrating 40 years in the NHS.

- **Flu** – Our vaccination campaign is off to a great start with 47% of colleagues already vaccinated. This includes 46% of our frontline workforce which is incredible uptake so early in the campaign. Getting vaccinations across our workforce is important to protect our workforce, keep vulnerable service users safe and avoid team absences.
- **AHP Day** - 14 October was Allied Health Professions (AHPs) Day, an opportunity to recognise and celebrate the invaluable contribution that AHPs make to patient care every day. We are proud to employ more than 800 AHPs, whose expertise supports patients and families across a wide range of services. To celebrate the day, we published a staff spotlight on Peter, an MSK Service Manager, who has progressed from an apprentice to leadership.
- **Black History Month webinar -** As part of Black History Month, we held a webinar led by Nana Aba Dzuby: Courageous Conversation: When the Pyramid Flips – What Migration Does to the Human Need System. Nana explored the impact migration can have on an individual's sense of belonging, wellbeing and identity.
- **Drop In** – More than 150 colleagues joined our monthly all-staff briefing on in October. The session hosted by the Executive Team is an opportunity to talk about key updates and have an open dialogue. A summary of the session is also available for those unable to attend.
- **Chrysalis Established Leadership Programme** – 80 people applied for our inaugural established leader programme. The programme is open to clinical and non-clinical colleagues who have line management responsibility and are looking to further develop their leadership and people management skills.

Work in partnerships

- **Bedfordshire birthday** – The Child Development Centre in Kempston celebrated 50th birthday on 30 September. A special anniversary event was hosted by the council to bring together past and present staff to commemorate their shared achievements and contributions, while also highlighting the dedication and expertise that has shaped the multi-agency centre over the past five decades.
- **Children's safety campaign** – At the end of September we partnered with the Royal Society for the Prevention of Accidents (RoSPA) to highlight the risks in the home from cleaning products and household items. The Take Action Today campaign was featured on ITV Anglia's morning news bulletin (approx. 300k audience) and featured on the hourly new bulletins on Greatest Hits radio from 2pm to 7pm (approx. audience 80k). The campaign was also featured on Greatest Hits website.
- **Fire service partnership** - The Trust has further strengthened its partnership working with the local fire service through an agreement for the Cambridgeshire South locality health visiting team to deliver services from Burwell Fire Station. Serving families across East Cambridgeshire, the new arrangement will provide a convenient and accessible community location for delivery of 1- and 2-year child health and development reviews. The initiative demonstrates the value of collaborative working across public services, making better use of community assets while improving access to preventative services and support for local families.

Innovate and transform our organisation

- **New oral health service launches in Northants** – In September we launched a new oral health improvement service across West Northamptonshire, helping children, families, communities and adult care settings develop healthier habits and improve their dental health. A similar service was started in North Northants earlier this year.
- **Award for Luton Adult Rapid Response Team** – We're delighted that the team has won the Royal College of General Practitioners Beds and Herts Faculty Team Award in the category Team Award for Service or Positive Practice Impact, following a nomination from a local GP. This recognition highlights the team's dedication to delivering responsive, high-quality care in the community and the positive impact they make every day for patients, carers and healthcare partners across Luton.
- **Award for Family Nurse Partnership (FNP) team** – The team was shortlisted for the Health and Wellbeing Award at the recent Children's Spark Awards in Peterborough. The nomination reflected the difference the team makes to the lives of young first-time parents and their children across Cambridgeshire and Peterborough.
- **Service visits** – Non-Executive Director Anna Gill recently spent time with the Living Well Service at Priscilla Bacon Lodge Hospice in Norwich, gaining first-hand insight into the care and support provided to patients, carers, and families. Anna observed multidisciplinary team meetings, joined a carers' support group, toured the inpatient ward and therapeutic gardens, and met colleagues across the hospice. She was particularly impressed by the highly personalised approach to care, noting how staff support patients and families far beyond their clinical needs, tailoring care to individual circumstances and helping people to live as well as possible throughout their illness.
- **Green Plan –** The Trust's travel office has developed a growing range of sustainable travel options designed to help colleagues save money, reduce commute times and make healthier travel choices. For example, one colleague travelling from Dereham to Norwich Community Hospital cut their commute to 50 minutes, boosted daily activity levels, and is saving around £190 every month after contacting the team for advice.
- **Healthcare Excellence Through Technology -** Several members of our team presented at the Healthcare Excellence Through Technology (HETT) conference at the Excel in London in September. Our Chief Information Officer Sarah Buchan was joined by members of the children's service to show how we are using technology to improve patient experience and efficiency in our services.