Appendix 1 – Annual Plan Updates

East of England Community Health and Care NHS Trust

Annual Plan 2026-27

Progress Update – October 2026

Delivering great health and care services in our local communities

Contents

East of England Community Health and Care NHS Trust

Summary

Our services

- Trust-wide Children and Young People Services
- Luton & Bedfordshire Adults
- Dental
- iCaSH
- Now MSK / Dynamic Health
- Norfolk Adults

Our Enabling Services

- People
- Quality
- Digital and Data
- Estates

Summary

East of England Community Health and Care NHS Trust

This update considers progress to September 2026 against the Trust's Annual Plan for 2026-27.

Delivery of the Annual Plan supports the delivery of year 1 of our *Clinical and Care Strategy* and our 4 strategic priorities where we will ensure we *put people in control of their care; value our colleagues; work in partnerships and innovate and transform our organisation.*

In the following pages you will find our key operational and enabling services' review of progress on their commitments for 2026-27, each of which has been RAG (Red, Amber, Green) rated when considering whether the full year commitment will be met. The following ratings have been used:

- On Track
- Progress delayed, no material impact on plan
- Action not completed, mitigations and or re scheduling being developed
- Action Completed
- No Action Planned for this period

In addition, operational services have provided a brief highlight of activity, actions and any changes in priorities arising in the period.

Based upon this review, the Trust's progress against its Annual Plan is **Reasonable**

Trust-wide Children and Young People (CYP) Services

NHS
East of England
Community Health and Care
NHS Trust

Strategic Priority	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Putting People in control of their care	Children and families will have access to a patient portal enabling easier access to support.			Trust-wide Sustainable Neurodevelopmental model has scoped requirements for this innovation, with implementation planning and timelines under development
	We will expand the Mental Health Support Teams, making it easier and more equitable for children and young people to get help in school.			Wave 8 recruitment is underway and the service is on track to commence delivery in January 2027.
	We will expand the use of Patient Reported Outcome Measures (PROMs) and tailor care by acting on feedback from children and young people.			On Track. CYP areas using PROMs now understood. Plans are being developed to increase the use of PROMs which will form part of our Integrated Governance Report.
	We will review and improve our approach to 'waiting well' across CYP Services.			Waiting well offers will be further enhanced through the Experts at Hand programme (The national programme to enhance specialist support into schools).
Valuing Our Colleagues	Our staff lead and develop new wellbeing initiatives.			Staff now routinely lead wellbeing initiatives in all areas.
	We will plan a Children & Young People's Services conference to recognise and celebrate our accomplishments and progress.		On Hold	With new operational pressures due to the Expert at Hand programme, likely the conference will now be scheduled in 2027.
Innovating and transforming our organisation	We will reduce the number of longest waiters, delivering the Neurodevelopmental Service (NDS) waiting list recovery programme.			NDS recovery is on track, waiting lists are reducing in alignment with planned improvement trajectories.
	We will maximise the capabilities of the Federated Data Platform (FDP).			Successful test of concept in Bedfordshire and Luton Community Paediatrics with a waiting list product now in place. Plan in place to extend FDP to Cambridgeshire and Norfolk.
	AI and other digital solutions will reduce clinical administration.			An Ambient Voice Technology provider has been selected following a trail of 4 different providers. An initial 50 licenses procured with training and roll out planned for late 2026.

Trust-wide Children and Young People (CYP) Services

NHS
East of England
Community Health and Care
NHS Trust

Strategic Priority	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Innovating and transforming our organisation	We will transform the Children in Care (CIC) offer so that children are seen in a timely way with prioritisation considered.			Trust-wide CIC working group to be developed and planning 'deep dive'. CIC performance continues to fluctuate across our geographies.
	We will develop a regional centre of excellence for neurodisability			We have agreed a formal partnership arrangement with Cambridge University Hospitals and a Memorandum Of Understanding is being finalised. Workshop planned with Trust clinicians for Q3
	We will align our Healthy Child Partnership (HCP) services with the updated guidance.			A community of practice has been established with our HCP leads meeting regularly to ensure consistency of offers.
Working in Partnership	We will implement recommendations stated within the Special Educational Needs and Disabilities (SEND) Reforms due in 2026			SEND reform plans have been agreed nationally in most of our geographies with funding for the Experts at Hand (EaH) programme now released to Local Authorities. Operational implementation of the new EaH models underway.
	We will develop a multi-agency neighbourhood working model focused on prevention and addressing inequalities.			New neighbourhood models are under development in each geography.
	We will develop a Needs Identification Tool as an enabler of the shift to needs-led practice.			New tool under development and being tested from April 2027.
	We will bring all services within respective budgets, looking at opportunities for enabling efficiency and quality improvement through integration			Contract values now agreed in all geographies aligned with costs. Work continues to arrive at a balanced budget by 31st March 2027. Work is on track to match expenditure to agreed 2026/27 contract values. Further work required to achieve recurrent Cost Improvement target.
	Scope further opportunities to fully optimise our estate			Plans to rationalise our estate are being enacted in all geographies. There is scope to be more efficient, and this will be explored in Quarters 3 and 4.

Luton & Bedfordshire Adults

NHS
East of England
Community Health and Care
NHS Trust

Improvement Focus	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Putting People in control of their care	Self-check-in will be available at all our clinic sites			Self check in in place and working for phlebotomy (largest single clinic service). Work has been completed to merge SystmOne units to allow self check in across all services. Final prep work now being completed.
	Explore delegation of care to carers where appropriate e.g. through use of wound care app and insulin administration where material benefits are identified			Have met with Hertfordshire Community Services and East London Foundation Trust (ELFT) and discussing the delegation of insulin to care homes. Initial investigations indicate limited impact on capacity and potential downside under new contractual arrangements.
	We will take a lead role working with system partners to establish a 7-day week Unscheduled Care Hub (UCCH) and a fully established Virtual Ward in North Bedfordshire			We are leading on this work – UCCH fully established with 7 day working. Best stack performance in region. Virtual ward expansion currently limited by finances – business cases have been submitted to commissioners but currently no funding identified.
	Luton services will be contactable through a Single Point of Contact (SPOC)			This work has been superseded by a desire to have a single Bedfordshire and Luton wide SPOC. Work currently underway with ELFT to develop this with site surveys completed to house this at the Poynt
	Patient participation will be developed to ensure we hear from housebound patients			Patient reference group set up and trying to recruit more housebound patients
Valuing Our Colleagues	Reflect feedback from staff surveys e.g. staff physio service, appraisal processes			Staff physio service in place. Strong focus placed on objective setting and objective flow through to appraisal to make more meaningful
Innovating and transforming our organisation	Caseload management will be supported by improved data reporting and failsafe reports			Failsafe report in place for TB needs to be developed for other services
	We will take a lead role in the establishment of Neighbourhood working within the Luton system. Configuring our own teams accordingly			We are taking a lead and two neighbourhoods are progressing well. Meetings in place with Primary Care Network directors to discuss model options
	We will embed auto-scheduling within phlebotomy services			Finalising some set up issues but should be live from Quarter 3
	Roll-out Brigid app to allow mobile SystmOne usage			Trial with 3 i-pads has been successful and now ready for wider roll out as ‘Business As Usual’ following successful capital funding.

Delivering great health and care services in our local communities

Dental

East of England Community Health and Care NHS Trust

Improvement Focusuarter	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Putting People in control of their care	Create access to appointments, self-help and support through digital channels.			Self help information published on Dental Website as planned with the engagement of our Working Together (WTG) group. We are planning on further developing our digital support when the Dental Website is updated – timeframes likely to be Q4 however this is dependent on scheduling timetables managed by the Digital team
	Expand Minor Oral Surgery (MOS) service offering to include IV sedation.		On Hold	A planned Quarter 2 Action & Completion we are now awaiting a formal tender process. This may, therefore, roll into 27/28 when new MOS contracts are agreed with all providers.
	In partnership with the system develop child friendly solutions to reduce dental anxiety in children in general dental settings, ensuring that the Trusts services are used only for those requiring specialist support.		On Hold	A planned Quarter 1 Completion we have been unable to progress this as it is not a present priority of Central East ICB. We have, however, formally offered to provide support for external provider waiting lists in Suffolk. In addition, we have created a sedation video which children can access prior to their sedation appointments to help support them prior to their appointments. This has been co-produced with our WTG group
Valuing Our Colleagues	Redesign workforce to provide sustainability, career development and succession planning.			Quarter 2 Completion. Our workforce training pathways and resulting promotions and conversion to substantive roles were celebrated in our recent Away Day:- 3 x Chrysalis graduations/1 Associate Dental Services Manager progressed to Dental Services Manager/ 3 x Foundation/Joint Trainee Dentists/ 2 x Integrated Care dentists/2 x Apprentice Dental Nurses (No applicants for our offer to provide a training post for Specialist in Special Care.)
Innovating and transforming our organisation	Deliver operational performance standards across all services and eliminate long waiters in line with National Operational Plan targets.			It is recognised that improvements cannot be sustained without additional funding. A refined business proposal has been submitted to commissioners in October 2026 and discussions are ongoing
	Develop/deliver detailed plan for automation/ robotics / AI support to service delivery.			Complete

iCaSH (1)

East of England Community Health and Care NHS Trust

Improvement Focus	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Putting People in control of their care	Use digital innovation to improve access to appointments, self-help and support through digital channels			Launch of patient request forms on Lilie Hub – patient completed medical history forms PrEP+ (1) online pathway live Co-producing Outreach and Prevention work in Norfolk: Website live and eC-Card(2) design underway Preventative model of care delivery in place across iCaSH
	Expand group and video consultations for appropriate service elements e.g.coil pre-assessment			Bedfordshire and Milton Keynes services are live and delivering group consultations (completion of roll out by Quarter 3) with Norfolk go live 2nd November 2026 and Cambridge and Peterborough group consultations also live following Trust wide training in October 2026 Video pre-assessment pathway in pilot trials in Milton Keynes and Peterborough
Valuing Our Colleagues	Deliver workforce redesign to provide sustainability, career development and succession planning taking new contract requirements into account where appropriate			Quality Improvement approach team workshops undertaken in summer Plan for targeted actions: Valuing staff – use iCaSH stars, shining stars and staff award nominations Improve communication back to teams – 'Eyes on iCaSH' (weekly newsletter that staff with updates from across iCash) and operational leadership communications via senior staff Flexible working opportunities that support service delivery Linking clinic based services with outreach teams to address community needs (pilot clinical outreach roles in Bedfordshire)
	Develop Advanced Care Practitioner (ACP) role			Q3/4 Action – depending in underspend and 27/28 budget forecasts, review staffing model for potential to incorporate role into workforce plans.

(1) PrEP - Pre-Exposure Prophylaxis (PrEP) is a prescription medicine that reduces the risk of getting HIV designed for HIV-negative people who have a higher risk of exposure through sex or injection drug use. The + service is a repeat supply service

(2) eC-Card - The eC-Card App provides access to FREE condoms and lube for young people aged 16-24

iCaSH (2)

East of England Community Health and Care NHS Trust

Improvement Focus	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Innovating and transforming our organisation	Develop new pathways and service offerings to support the National HIV Target for Zero Transmission by 2030			Prevention and improved health outcomes ○ PrEP+ (HIV PrEP(1) and DoxyPEP(2)) live in all areas ○ Explore implementing clinical presence in outreach settings ○ Co-produced outreach work ○ Increased Express Test caps ○ iCaSH representation on the East of England action plan pillars
	Review estate requirements and agree plans to maximise patient benefit and cost effectiveness			Norwich clinic moved to existing freehold estate (from leasehold) Review of other leases undertaken, no potential opportunity currently due to lease lengths
	Deliver new Norfolk requirements including C-Card app and website and identify opportunities for replication across other areas			On track, eC-Card(3) under design

(1) HIV PrEP - Pre-Exposure Prophylaxis (PrEP) is a prescription medicine that reduces the risk of getting HIV designed for HIV-negative people who have a higher risk of exposure through sex or injection drug use

(2) DoxyPEP - doxycycline post-exposure prophylaxis – an antibiotic taken after sex to help prevent bacterial sexually transmitted infections (STIs) like syphilis and chlamydia.

(3) eC-Card - The eC-Card App provides access to FREE condoms and lube for young people aged 16-24

NoW MSK / Dynamic Health

East of England Community Health and Care NHS Trust

Improvement Focus	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Putting People in control of their care	Conduct a feasibility assessment and pilot the installation of digital self-service check-in kiosks or mobile check-in systems across MSK hubs			Assessment completed. Initially the three main hubs in Norwich, Thetford and Dereham will have digital check in screens. These are on order and awaiting delivery. The West Norfolk hub has a full-time reception provision so is not required at this stage.
	Using digital innovation widen and deliver consistent access to appointments, self-help and support.			Patient Portal now in place within Cambridge and Peterborough since April 2026. Monitoring of this underway with some development changes planned. Further discussion re roll out into Norfolk to be commenced.
	Establish a robust, insight-driven patient feedback system			This is complete, following a review of the Norfolk Fiends and Family Test (FFT) pathway.
	Implementation of Lower Back Pain AI Pathway in Norfolk			Complete. Further planning underway with Cambridge and Peterborough and Norfolk services for the roll out of the new Pelvic Health AI Pathway.
Valuing Our Colleagues	Establish a Clinical and Professional Forum to Drive Quality and Innovation to Embed a System-Wide culture of shared learning and continuous improvement			Trust-wide Integrated Clinical Advisory Group now established driving clinical innovation reporting into the Regional Operational Governance Group as the agreed framework.
Innovating and transforming our organisation	Deliver standardisation across service pathways and geographies, integrating with neighbourhoods, to deliver improved access and waiting times .			
	Roll out AI/digital alternatives to face-to-face appointments.			Working groups now in place and developing options on the roll out of digital provision such as virtual consultations.
	Review estate requirements and agree plans to maximise patient benefit and cost effectiveness including clinical hubs			Initial scoping completed. Plans with Estate to prioritise. Awaiting outcome.

Norfolk Adults

NHS
East of England
Community Health and Care
NHS Trust

Improvement Focus	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Putting People in control of their care	Improve patient direct access, experience and ease of care Navigation			Single Point of Contact (SPOC) diagnostic and rapid improvement programme completed, with performance stabilised. Front Door and Clinician First models progressing through design and test-and-learn phases. Electronic referral system and patient portal development underway. New 'Norfolk Adults' web presence completed and embedded within business-as-usual communications
	Lead the design and implementation of Integrated Neighbourhood Care			Integrated Neighbourhood Operating Model in development across all Places with pilots for pt comms completed. Place-based integrated workshops established across health, social care and primary care Clinical Directors. Intermediate Care Strategy drafted and approved. 'Hospital@Home' and Unscheduled Care transformation programmes established with system-wide engagement.
Valuing Our Colleagues	Expand workforce development opportunities and increase staff engagement			Appraisal compliance improved to over 90%. Leadership forums, listening events and staff engagement programmes embedded. Ongoing organisational development activities supporting transition to the new Trust with culture change work in Place and leadership development
	Review and adopt a revised Quality Improvement approach and identify opportunities for improved Ways of Working			Quality Improvement framework approved and implementation underway. Mobile working pilot completed and evaluation underway

Norfolk Adults

NHS
East of England
Community Health and Care
NHS Trust

Improvement Focus	26-27 Commitment	RAG Q1	RAG Q2	Progress Update
Innovating and transforming our organisation	Identify Digital Transformation opportunities to improve efficiency and deliver service improvement			Electronic referral and patient portal developments progressing. Digital requirements for the future neighbourhood operating model assessed and scoped.
	Support and champion Innovation and Technology opportunities			Digital Matron role created and recruited to. 'Minuteful for Wound' (a smartphone tool allowing the capture of standardised wound images for assessment and progress tracking) pilot underway
	Conduct Service review and develop improvement and transformation programme plan			Hospital@Home transformation programme mobilised with system leadership role established. Tissue Viability and Leg Ulcer investment secured Stroke community transformation model agreed Intermediate Care strategy agreed with Norfolk County Council partners New models of care continuing through development and testing phases.

Our Enabling services

East of England Community Health and Care NHS Trust

- People
- Quality
- Digital and Data
- Estates

Delivering great health and care services in our local communities

People (1)

NHS
East of England
Community Health and Care
NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
People promise 1:Compassionate and inclusive			
Embed our new values and ethos into our ways of working and our systems and processes			Values continue to be embedded – incorporated into new Trust wide induction for new starters. Incorporated into internal training and development and within employment policies as harmonised.
Extend Cultural Ambassadors Programme across whole of our new Trust			15 new Cultural Ambassadors trained by the Royal College of Nursing in September 2026. Looking to harmonise policy and processes in new year and will then roll out across the Trust as part of our formal employee relation processes.
Roll out inclusive leadership/ leading with cultural intelligence programme			Leading with cultural intelligence being embedded into internal leadership offers. Wider roll out plan to be developed in the new year.
Develop workforce inclusion plan			Inclusion plan in place for 26-27 – signed off in July 2026 People Participation and Equalities Committee and is now being implemented. Harmonised Workforce Inclusion policy ratified by Staff Partnership Committee in October 2026.
Review and refresh inclusive recruitment processes including rolling out of cultural diversity on all interview panels and sharing of interview questions prior to interview			Plan to harmonise recruitment processes from February 2027 onwards. Half of the organisation has this in place, however, looking to roll out further across the Trust once recruitment electronic systems harmonised. Taking a measured approach as significant change to working practices.
People promise 2: Recognised and rewarded			
Monthly and annual staff awards systems, processes etc in place			Completed. Trust wide long service celebration events happening in November 2026. Nearly 600 individuals being recognised.
Deliver the 10-point plan for resident doctors			Plan in place and outstanding updates relating to good annual leave management and review of payroll queries for Resident Doctors now in place.
Harmonise all employment policies and procedures and ways of working in line with values and priorities of the new organisation			Harmonisation process continues. Slower than first envisaged as some changes in working practices required prior to harmonisation of some policies.
Updating of Nursing job descriptions in line with new national profiles			Plan in place and agreed in partnership with staff side colleagues. On track to deliver in line with the national deadline of October 2028.

People (2)

East of England Community Health and Care NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
People promise 3: Voice that counts			
Agree single Freedom to Speak Up approach			New Freedom to Speak Up Guardian appointed and in place and single approach agreed. Complete.
Continue to support our Staff Networks to thrive			Staff networks aligned and running well. New network linked to faith and spirituality commencing in November 2026. All staff led by centrally supported to thrive.
People promise 4: Safe & Healthy			
New Occupational Health Provider in place for some localities			Completed.
Review and refresh Health and Wellbeing offer, including delivering actions identified within our workforce violence prevention and reduction plan.			Health and wellbeing offers reviewed on a regular basis and additional support commissioned as needed. Health and wellbeing lead part of the violence and prevention group.
People promise 5: Always Learning			
Agree suite of mandatory training in with national review			Agreed single approach to mandatory training for the Trust. Will be implemented following the merger of our Electronic Staff Records at end of October 2026.
Agree delivery mechanisms for mandatory training provision, this is likely to be different for different services i.e.: inpatient v community			Agreed and being rolled out.
Undertake annual training needs analysis and develop a plan for agreeing competency profiles for all clinical and support to clinical roles			About to commence 27/28 Training Needs Analysis with all services, acting as a catch all for all learning and development Trust wide. Rolled out Trust clinical competencies in Norfolk Adults Community teams, generalist wards, specialist wards, currently designing competencies for specialist teams in Norfolk (diabetes, TB, Cardiopulmonary). Reviewing a process for first audit of passports for community teams. Reviewing competencies and deployment models in Luton adults.
Agree new leadership learning and development offer			Internal Offer agreed, signed off and being implemented. Established Leaders – 4 cohorts commencing November 2026 – c.80 participants.
Design and implement new Apprenticeship Model			Proposed approach being shared with Leadership Team in late November.

People (3)

East of England Community Health and Care NHS Trust

Operational enablers	RAG Q1	RAG Q2	Q2 Progress Update
People promise 6: Working Flexibly			
Integrate Health Roster, Electronic Staff Record (ESR) and TRAC systems into one			Electronic Staff Record merged at end of October 2026. Health Roster and Recruitment systems will be similarly merged in 2027.
Develop and embed Strategic Workforce Planning Model			Building our strategic workforce planning capability model approved by People Leads in September 2026 and taken to Leadership Team in October 2026 with the proposed focus on Norfolk Adults during year 1, aligned to transformation priorities.
Agree People Digital and Data Priorities and develop plan for roll out			Future Ready Road Map developed, future ready survey presented and shared with leadership forum with over 60 senior leaders having completed. Rolled out to all staff, targeting under-represented groups. Reviewing insights monthly to adjust resources available via the recently launched Trust 'Digital Academy' which contains series of bespoke training resources.
People promise 7: We are a team			
Trust wide objectives cascade process in place and completed			Completed – 80% coverage achieved as at end July 2026. Looking to run cascade process again in 2027.
Design and implement new Trust wide induction			Completed – in place and being delivered – evaluating well.
Design and embed single Job Evaluation processes			Pending final testing and agreed launch date
Single Medical Staffing team and support to be delivered inhouse			Completed and in place and delivering.
Develop single team approach for all people functions			In progress
Identify improvement actions to support the delivery of our Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES)			Improvement actions identified and being delivered and are part of our 26/27 inclusion plan.

Quality (1)

NHS
East of England
Community Health and Care
NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
Alignment of all safeguarding policies across the organisation to ensure the Trust is complying with all statutory requirements			Suite of policies are all in progress. Those completed to date: safeguarding people, safeguarding supervision, domestic abuse, supporting staff experiencing domestic abuse. Standard Operating Procedures completed: CPIS (Child Protection Information Sharing), Managing allegations against staff, domestic abuse. This is on track and is Business as Usual within the teams workplan.
Safeguarding will have a sustainable delivery model across the organisation			Complete
Safeguarding will have a new on-call process – accessible to all clinicians.			Complete
Alignment of data collection and processes across the Trust to ensure uniformity of reporting internally and externally (mandated requirement).			Work on the SystmOne safeguarding templates is being progressed to ensure that there is alignment of both templates in adult and children safeguarding. A single Trust template has being rolled out across Norfolk services from October 2026, whilst recognising that the Adult template requires significant work to ensure that it is fit for purpose across the organisation. All work includes the need to ensure that effective and accurate data capture is in place.
Scope trauma informed practices in safeguarding and develop a Trust wide approach.			Scoping has identified a much wider need than just safeguarding practices, and capacity for a wider approach is under consideration. However, the safeguarding team have supported with development of a training package related to Human Factors and safeguarding which is rolling out through teams now.
The Trust has a sustainable plan to ensure it is meeting the Anti-Microbial Resistance (AMR) national requirements.			The plan is in place as agreed at Board in April 2026. This is being reported within 2 governance routes – medication management and infection, prevention and control. An annual update on AMR went to Board in September 2026.
The Trust will review and update their processes to ensure patients are waiting well within individual services.			This is a current workstream that is being worked up for implementation within Norfolk Adults and Children's services.
The Trust will have a revised process to review any potential harm to patients waiting for intervention.			As above

Quality (2)

NHS
East of England
Community Health and Care
NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
Fully implement the Quality Impact Assessment (QIA) process.			QIA process been transferred into the new Trust template.
Monitor the level of harm associated with staff reported violence and aggression incidents across the organisation. Develop plans to reduce harm and ensure staff are fully supported.			The violence prevention policy is in final draft after going out for consultation, and a reduction strategy is currently being developed. Datix is undergoing a review to make sure both legacy Trusts are reporting using the same model, this includes violent incident management.
To develop a Trust wide approach to co-production			The Trust-wide co-production plan was reviewed at the Patient Experience Group in October 2026.
Ensure patients and carers are a core participant at all relevant committees.			Patient and carers are involved in most of the quality related committees including infection, prevention and control and quality committee. The team are looking to increase the number of participants associated to the Trust so we can ensure all relevant meetings are covered.
Increase the percentage of services which have identified appropriate Patient Reported Outcome Measures (PROMS) for their clinical pathway.			The baseline percentage went to board in September; the Trust is now implementing appropriate reporting to verify and subsequently report performance.
Review the function of Advanced Clinical Practice across the organisation and define a model for clinical practice and expertise.			The refreshed Advanced Practice Steering Group has commenced with key stakeholders. Terms of Reference, policy and maturity matrix are being refreshed in line with new footprint and Trust portfolio. Identification of inconsistent role terminology being explored.
Develop the role of the Clinical and Professional leaders' Group (CPLG) and communities of practice to be a hub of clinical expertise and innovation			Complete, the group is meeting regularly and will now be reviewed in line with the Terms of reference.
Design and implement Trust wide single approach to managing incidents and safety			Datix has been merged, however 'housekeeping' is underway as both legacy organisations had different ways of reporting. The new Datix modules will be ready from Quarter 3.

Digital and Data (1)

NHS
East of England
Community Health and Care
NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
Work with services to identify and select Federated Data Platform (FDP) and management information solutions that align with our digital strategy and services can build in partnership with Digital.			The User Profile Management (UPM) software deployment / delivery plan is underway with the FDP team leading the project delivery. The UPM Data Protection Impact Assessment has been completed. Currently the Bedford and Luton deployment is due to complete at the end of November 2026 with all localities completed by the end of February 2027. We have initially agreed with the FDP programme to then deliver an Adult use case from Mar 27 onwards. Health Decision Suite (HDS)(1) Data Protection Impact Assessment (DPIA) conversations are in progress between the Trust and the national FDP programme. A Demand and Capacity Minimum Viable Product build has been agreed by Service Directors with Dental Services as the initial use case - workshops have and are being delivered currently.
Support development of patient access portals across services – e.g. Children & Young People, integrated Contraception and Sexual Health (iCaSH) service, Musculoskeletal Services			Patient Portal with Dynamic Health Self Referral process for all MSK pathways has been live from the 27th April 2026. Over 8000 patient registrations to the portal with over 4,500 patient referrals received and processed. Continued self management and self care outcome are currently 33% of self referrals Pelvic Health and Maternity pathways are due to added in the next few weeks. NHS England (NHSE) national funding awarded to build a booking appt product into the portal, once built will work with NHSE App team to integrate within the NHS App. Starting to recruit to the team the 6 resources needed, paid for by the funding for 12mth fixed terms.
Support website design and self- help digital access to improve patient self-care capability e.g.iCaSH,			This is an ongoing programme of work to move all websites to Umbraco and follow the skeleton build process. Remaining websites are being programmed in with services. Infrastructure upgrade work moving to latest version of Umbraco (v17) underway. Requirement gathering work for the digital eC-Card(2) for iCaSH is under way.

(1) The Health Decision Suite (HDS) is a secure digital space used to securely stores and structures care record information and localised trust data which is then utilised to track operational metrics, evaluate patient care pathways, and assist leadership in making strategic, data-driven healthcare decisions.

(2) eC-Card - The eC-Card App provides access to FREE condoms and lube for young people aged 16-24

Digital and Data (2)

NHS
East of England
Community Health and Care
NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
Deliver the enabling digital capability for Ambient Voice Technology(AVT), with the Transformation team leading service-level implementation to improve recording quality and productivity.			Heidi AVT for deployed to Neurodevelopmental Service 'Super Users', to be followed by full rollout in November 26. Waiting for funding options to roll out to rest of organisation.
Create the conditions for Robotic Process Automation (RPA) adoption, working with services to identify opportunities and supporting service-led development and implementation			Existing RPA process for Bedford & Luton Community Paediatrics and Dental are being utilised. AI and Automation Centre of Excellence business case for resources was not approved for funding. Current small resources are reviewing the TPP SystmOne Interface (API) processes to see if this is more appropriate than screen scraping
Support services to deliver patient communication and self management through NHS App developments			NHS England (NHSE) national funding awarded to build a booking appointment product into the portal and, once built, to work with NHSE App team to integrate within the NHS App. Starting to recruit to the team the 6 resources needed, paid for by the funding for 12mth fixed terms.
Ensure 100% delivery of 'day 1' technology requirements for staff.			Completed in Q1
Enable continuous service productivity/efficiency improvement through providing appropriate technology and app solutions			Sarah Buchan meets 6 weekly with Service Directors to look at initiatives that could bring about efficiencies and discuss timelines for starting.
Transition outsourced IT services in-house to strengthen service performance, improve responsiveness, and ensure greater control over quality and operational delivery.			Decision made to transition in house. Planning in progress.
Enable services to define the technology and EPR requirements that will underpin effective neighbourhood models and support delivery of high-quality patient care			Completed in Q1. Next phase is on hold until NHS England determine way forward.

Estates

East of England Community Health and Care NHS Trust

Operational enablers	RAG Q1	RAG Q2	Progress Update
Reduce ‘significant/high risk’ backlog maintenance by targeting appropriate works			There are five projects focused on critical infrastructure risks: Foxley Ward heating upgrade – Completed; Norwich Community Hospital (NCH) Block 15 roof – Completed; NCH Woodlands heating – Completed; Brookfields fire remedials – in progress, delivery stage; Swaffham lift replacement – in progress, procurement stage.
Implement reporting for Incidents arising from infrastructure failures and develop plan for reduction			Reducing incidents related to infrastructure failure will link directly to continuous improvements in relation to increasing Planned Preventative Maintenance over reactive maintenance. Risks related to failing/ageing/faulty infrastructure will be reported through the now combined Datix system, which is frequently monitored by senior Estates & Facilities personnel.
Increase focus on planned preventative maintenance (PPM), reducing burden of and reactive maintenance.			Target 60:40 (PPM:Reactive). Current delivery - 83:17 (CBRE), 59:41 (Norse) = combined 71:29 Norse has higher reactive % due to nature of the older estate, but we are working with them to try and improve this figure.
Develop neighbourhood hubs			NHS England funding on hold. However, we are meeting with system partners to continue discussion about how we can enable the left-shift agenda by being more open around our capital budgets.
Maximise use of ’owned’ estate with co-location of services where possible and appropriate.			Cringleford to Woodlands project on target to hand leased premises back at end of November; options for Wymondham Health Centre being developed to increase capacity; strategy for Kings Lynn targeted as next development.
Identify and deliver opportunities for all staff to have ‘rest’ areas			Spaces have been identified through site audits. Information will be made available to staff and access provided to spaces (e.g. fobs/passes)