


Provider Capability - Self-Assessment Template - Cambridgeshire Community Services NHS Trust

The Board is satisfied that...		<i>(Mitigating/contextual factors where boards cannot confirm or where further information is helpful)</i>	
Strategy, leadership and planning	<ul style="list-style-type: none"> The trust's strategy reflects clear priorities for itself as well as shared objectives with system partners The trust is meeting and will continue to meet any requirements placed on it by ongoing enforcement action from NHSE The board has the skills, capacity and experience to lead the organisation The trust is working effectively and collaboratively with its system partners and provider collaborative for the overall good of the system(s) and population served 	Confirmed	<p><i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i></p>
Quality of care	<ul style="list-style-type: none"> Having had regard to relevant NHS England guidance (supported by Care Quality Commission information, its own information on patient safety incidents, patterns of complaints and any further metrics it chooses to adopt), the trust has, and will keep in place, effective arrangements for the purpose of monitoring and continually improving the quality of healthcare provided to its patients Systems are in place to monitor patient experience and there are clear paths to relay safety concerns to the board 	Confirmed	<p><i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i></p>
People and Culture	<ul style="list-style-type: none"> Staff feedback is used to improve the quality of care provided by the trust Staff have the relevant skills and capacity to undertake their roles, with training and development programmes in place at all levels Staff can express concerns in an open and constructive environment 	Confirmed	<p><i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i></p>
Access and delivery of services	<ul style="list-style-type: none"> Plans are in place to improve performance against the relevant access and waiting times standards The trust can identify and address inequalities in access/waiting times to NHS services across its patients Appropriate population health targets have been agreed with the ICB 	Partially confirmed	<p><i>There are long waiting lists for neurodevelopmental assessments nationally, which is mirrored across the East of England, and at the Trust. We are working with our ICBs to develop solutions, in partnership with Local Authorities and Schools, as this issue is shared responsibility. Our Directors of Service with the Chief Medical Officer are creating a recovery plan which the Board will be sighted on, and progress will be monitored and reported through the Service Assurance Committees and the Group Integrated Governance Report.</i></p> <p><i>The plans being developed include review and analysis of processes, specific actions to address the backlog, including investment where suitable, clinical standardisation of pathways and digitalisation for monitoring and improvements</i></p>
Productivity and value for money	<ul style="list-style-type: none"> Plans are in place to deliver productivity improvements as referenced in the NHS Model Health System guidance, the Insightful board and other guidance as relevant 	Confirmed	<p><i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i></p>
Financial performance and oversight	<ul style="list-style-type: none"> The trust has a robust financial governance framework and appropriate contract management arrangements Financial risk is managed effectively and financial considerations (for example, efficiency programmes) do not adversely affect patient care and outcomes The trust engages with its system partners on the optimal use of NHS resources and supports the overall system in delivering its planned financial outturn 	Confirmed	<p><i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i></p>
<p>In addition, the board confirms that it has not received any relevant third-party information contradicting or undermining the information underpinning the disclosures above.</p>		Confirmed	<p><i>If the Board cannot make this certification, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i></p>

Signed on behalf of the board of directors



Name

MATTHEW WINN

Date

22 October 2025

Provider Capability - Self-Assessment Template - Norfolk Community Health and Care NHS Trust

	The Board is satisfied that...		<i>(Mitigating/contextual factors where boards cannot confirm or where further information is helpful,</i>
Strategy, leadership and planning	<ul style="list-style-type: none"> The trust's strategy reflects clear priorities for itself as well as shared objectives with system partners The trust is meeting and will continue to meet any requirements placed on it by ongoing enforcement action from NHSE The board has the skills, capacity and experience to lead the organisation The trust is working effectively and collaboratively with its system partners and provider collaborative for the overall good of the system(s) and population served 	Confirmed	<i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i>
Quality of care	<ul style="list-style-type: none"> Having had regard to relevant NHS England guidance (supported by Care Quality Commission information, its own information on patient safety incidents, patterns of complaints and any further metrics it chooses to adopt), the trust has, and will keep in place, effective arrangements for the purpose of monitoring and continually improving the quality of healthcare provided to its patients Systems are in place to monitor patient experience and there are clear paths to relay safety concerns to the board 	Partially confirmed	<i>The joint work between the 2 Trusts has identified that there have been some inconsistencies in NCHC in the internal clinical governance processes, examples include CQC self assessment, version control and safer staffing reporting. As a result of this, a new CQC self assessment document, has been agreed with services and introduced with a timeframe for training and completion early in the New Year. The monitoring and progress of this work will be through Service Assurance Committees, Quality Committee and embedded in the Board integrated governance report.</i>
People and Culture	<ul style="list-style-type: none"> Staff feedback is used to improve the quality of care provided by the trust Staff have the relevant skills and capacity to undertake their roles, with training and development programmes in place at all levels Staff can express concerns in an open and constructive environment 	Confirmed	<i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i>
Access and delivery of services	<ul style="list-style-type: none"> Plans are in place to improve performance against the relevant access and waiting times standards The trust can identify and address inequalities in access/waiting times to NHS services across its patients Appropriate population health targets have been agreed with the ICB 	Partially confirmed	<i>There are long waiting lists for neurodevelopmental assessments nationally, which is mirrored across the East of England, and at the Trust. We are working with our ICBs to develop solutions, in partnership with Local Authorities and Schools, as this issue is shared responsibility. Our Directors of Service with the Chief Medical Officer are creating a recovery plan which the Board will be sighted on, and progress will be monitored and reported through the Service Assurance Committees and the Group Integrated Governance Report. The plans being developed include review and analysis of processes, specific actions to address the backlog, including investment where suitable, clinical standardisation of pathways and digitalisation for monitoring and improvements The long waits for wheelchair services have a developed improvement plan, and the waits will be resolved by December 2025.</i>
Productivity and value for money	<ul style="list-style-type: none"> Plans are in place to deliver productivity improvements as referenced in the NHS Model Health System guidance, the Insightful board and other guidance as relevant 	Confirmed	<i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i>
Financial performance and oversight	<ul style="list-style-type: none"> The trust has a robust financial governance framework and appropriate contract management arrangements Financial risk is managed effectively and financial considerations (for example, efficiency programmes) do not adversely affect patient care and outcomes The trust engages with its system partners on the optimal use of NHS resources and supports the overall system in delivering its planned financial outturn 	Confirmed	<i>If the Board cannot make the relevant certifications in this domain, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i>
	In addition, the board confirms that it has not received any relevant third-party information contradicting or undermining the information underpinning the disclosures above.	Confirmed	<i>If the Board cannot make this certification, reasons why should be described here, as well as actions the board is taking to address them and relevant factors that NHSE, as regulator, needs to know:</i>

Signed on behalf of the board of directors

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Name

MATTHEW WINN

Date

22 October 2025