



Our story  
*Our people*



# Annual Report Summary 2024 - 2025



## Our mission

- Improve the health and wellbeing of people across the diverse communities we serve.

## Our values

- Honesty
- Empathy
- Respect
- Ambition

## Our objectives

- Provide outstanding care
- Be an excellent employer
- Be collaborative
- Be sustainable

Strategic objectives	It is our ambition that by 2026:
Provide outstanding care	1. Our services are inclusive and easy to access
	2. Our services are innovative and drive improvements in outcomes for people
	3. Our services support good health and help prevent ill health
Be collaborative	4. All our services are tied into formal partnerships that improve outcomes for local people
	5. We always involve people from our local communities to help us improve our services
	6. We are leading care collaboratives in each of the systems we work within
Be an excellent employer	7. Our people feel valued and can realise their full potential
	8. Our people embrace diversity and promote an inclusive culture that challenges all forms of discrimination
	9. In meeting the needs of our services, our people can balance their work and personal commitments and are trusted to work flexibly
Be sustainable	10. We are financially resilient and support our people in developing and improving our services
	11. Our main sites have a community value and usage plan in place
	12. We take positive action to reduce the environmental impact of our services

## Chair and Chief Executive's welcome

We are delighted to share with you the Cambridgeshire Community Services NHS Trust (CCS) annual report summary for 2024/25 and show the great work going on across our organisation.

Over the year we have added new services to our portfolio, started the process of joining together as an NHS group with Norfolk Community Health and Care NHS Trust (NCH&C) and strengthened local partnerships. All of this is with the backdrop of a change of Government and the national signalling of an increased focus on community care, prevention and use of technology.

As always, the most important thing to us is the experience of our patients, service users and staff. So, it is fantastic to see we are still getting it right for the people cared for by us and working for us.

This year's staff survey shows we are now the top performing community Trust for eight of the nine national themes.

Our Friends and Family Test feedback is also highly positive. 94.31% of the 32,074 people who answered the Family and Friends Test (FFT) question said the service we provided was very good or good.

Financial pressures continue to create challenges within the Trust and across the systems we work within. Despite this our patient feedback shows the hard work of our teams has allowed us to minimise the impact on our services.

We began our new group on 1 April 2025, which was the first step in creating a new specialist community health and care organisation. This will make things better for our patients and our staff, whilst also making our services stronger and more resilient. Our new Group Board is in place and they are working alongside teams to start building links. We're excited about the opportunities this brings, as we join two high performing trusts with similar aims and values. We look forward to an even brighter future together.



Mary Elford  
Chair




Matthew Winn  
Chief Executive



## What we do

We provide health services for people across five counties, in their homes and neighbourhoods, to support them to live healthier lives. We do this in partnership with individuals, their families and carers, and with health, care and educational providers, preserving good health as well as responding to ill health. We are proud to provide outstanding quality services that meet the needs of our diverse communities in an accessible way, closer to home, giving people more choice and control over their health and wellbeing.

In line with the NHS Long Term Plan, the work we undertake will become more important as the NHS seeks to prevent ill health, support an ever-growing older population, deal with the increasing level of obesity (in children and adults) and manage the complexity of care required to support people to live independently in community settings. We aim to deliver services that:

- Are locally accessible - provided close to or in people's own homes
- Are provided to the highest standard by skilled and compassionate staff
- Promote good health and the prevention of ill health
- Reduce inequalities and ensure equity of access
- Are integrated across health and social care 'boundaries'
- Are focused on maximising an individual's potential and independence.



## Our financial position

During 2024/25, the Trust received funding from integrated care boards (ICBs), NHS England and local authorities, totalling £179 million.

2024/25 was again a challenging year across the whole of the health sector. Patient numbers are rising, alongside rising costs for pay and the items we need to buy to run our services. Despite this pressure, the Trust's strong governance and financial management has enabled it to deliver high quality services and maintain financial balance.

We ended the year with a £53k surplus.



## What our patients and service users say about us

Service users and carers are asked to provide feedback via the Friends and Family Test (FFT).

In 2024/25, 34,791 people provided feedback.

93.88%  
people said we  
provided a good  
or very good  
service

47,736 positive  
comments and  
compliments  
received by  
our services

That's 131 positive comments for every complaint we received.

Every comment we get is reviewed to see if there is anything we can do to improve people's experience.

## What our staff say about us

1,627 people (61% of our workforce) completed the 2024 national NHS staff survey.

Our staff placed us as the best performing community Trust nationally for eight of the nine survey themes:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team
- Morale



For staff engagement, we were just 0.1 mark below the best performing community Trust nationally.

## Some key events and activities in 2024/25

- In Norfolk and Waveney we opened the advice, support and access service to connect children and young people with the right mental health services for them. This project brings together providers across the area and means families and referrers only need to contact the Just One Number team, who then make sure the young person receives immediate self-care resources and guidance and is referred to the appropriate provider where needed.



- With partners in Bedfordshire our new virtual wards are helping people receive the care they need at home and avoid hospital stays. This approach is much better for patients who can stay in familiar surroundings and also reduces pressure on hospital services. Together with our rapid response services, we are helping to save thousands of A&E visits and bed days.



- Sadly in 2024 we said goodbye to our iCaSH sexual health teams in Suffolk, who we supported to move into Provide Community Interest Company.

- At the same time we also welcomed new colleagues transferring from the Terrence Higgins Trust into our teams.

- In November 2024 the Ely Community Diagnostics Centre at our Princess of Wales Hospital site officially opened with the support of Cambridge University Hospitals, which will enable thousands of patients to quickly and efficiently access vital diagnostic services such as MRI and CT scans without needing to travel to an acute hospital site. We also put the final stages in place for the hospital's new multi-storey car park (which is now open) to make it even easier for patients to access the site – including additional disabled parking, charging for electric vehicles and bicycle parking.



- We've made improvements at the North Cambs Hospital in Wisbech during the year, including a facelift for the outpatients department, a new dedicated children's area, a new rest room and showers for staff and some external refurbishments.
- We've been reaching out to communities to provide more tailored support, such as physiotherapy outreach sessions in local mosques, helping homeless people to access dental services and reducing young people's anxieties about sexual health services through TikTok style videos.

- To make our services more inclusive for staff and patients, we've been delivering our anti-racism plan, improved career progression for culturally diverse staff, reduced bias in our processes, developed new neurodiversity guidance and strengthened leaders' confidence to support all staff, including those with disabilities who may need adjustments.



- We've been making more of our services more accessible online. More than a third of our physio appointments are now available to book online. This adds to a range of online services already available in our iCaSH services. In September we launched a new digital platform for our children's services in Bedfordshire and Luton, adding to the existing site for Cambridgeshire and Peterborough. The sites are packed with great resources to help people stay healthy, recover from health issues and support their families.

- Our services continue to be co-produced with service users and their families. This work ensures the patient voice is loud within everything we do - and we are committed to taking that work even further.



## National recognition and awards in 2024/25

- **Prestigious Carer Friendly Tick award** – Awarded by the Caring Together Charity, recognising our dedication to supporting staff with caring responsibilities through inclusive workplace initiatives and policies.
- **National Preceptorship Interim Quality Mark** – Recognising of our exceptional support for professionals who are newly registered, internationally trained, returning to practice and undergoing a transition in role as they adapt to being confident, competent practitioners.
- **GOLD Baby Friendly status for 2024** – Awarded to Bedfordshire and Luton 0-19 services - reflecting the ongoing dedication to high-quality care, supported by evidence submitted to UNICEF, demonstrating leadership, culture, monitoring, and progression.
- **Protecting babies project shortlisted for HSJ award** - The 'Protecting Babies - All Babies Cry' project was shortlisted for the reducing inequalities and improving outcomes for children and young people award. It was developed by our Norfolk and Waveney Children and Young People's Health Services in partnership with the Norfolk Safeguarding Children Partnership and Norwich City Football Club.
- **Women in Tech Excellence Awards 2024** – Two of our colleagues, Ruth McLaren and Carol McIndoe were shortlisted for the "Diversity and Inclusion Initiative of the Year". Their project helped to identify and tackle health inequalities through demographic data.
- **Queens Nurses** - We welcomed 10 new Queen's Nurses to the Trust. Queen's Nurses serve as leaders and role models in community nursing, delivering high-quality healthcare across the country. The process to become a Queen's Nurse is rigorous and requires clear commitment to improving care for patients, their families, and carers.



# HSJ AWARDS 2024

## Queen's Nurse



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