

Agenda item:	6
Date of meeting:	21 May 2025
Report to the:	Group Trust Board
Title of report:	Chief Executive Report
Report author:	Lea Fountain and Vicky Brooke – heads of communication Harley Childs, Senior Executive Assistant & Team Lead
Executive sponsor:	Matthew Winn, Chief Executive Officer
Recommendation:	Approve
Members are asked to:	Approve the slavery and human trafficking statement for 2025-26.

Assurance level:	Substantial <input type="checkbox"/> Reasonable <input type="checkbox"/> Partial <input type="checkbox"/> Minimal <input type="checkbox"/>
Rationale:	

1.0 Executive Summary

This report provides information on national, regional, and local issues impacting on the organisation. The national section references the new model Integrated Care Board (ICB) framework; the regional section has details of changes to leadership and structure in Integrated Care Boards and the Trust section provides details of amazing activity with our staff and an important statement to sign on slavery and human trafficking.

2.0 How the report supports tackling Health Inequalities

Not Applicable.

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

There are none identified.

4.0 Legal and Regulatory requirements

Section 6.3.1 enables both Trusts to conform with the spirit of section 54 of the Modern Slavery Act 2015

5.0 Previous consideration by Committee or Executive

Trust(s) Board meetings, Norfolk Community Health and Care NHS Trust - 19 March 2025 and Cambridgeshire Community Services NHS Trust - 26 March 2025

6.0 Report

6.1 National Updates

- 6.1.1 To support systems in managing the changes to shape the future of ICBs and realise savings, NHS England has released the initial outcome of the model ICB work, called '[Model ICB Blueprint](#)'. The 'Model ICB Blueprint' is the first step in a joint programme of work to reshape the focus, role and functions of ICBs. It has been developed by a group of ICB leaders from across the country, representing all regions and from systems of varying sizes, demographics and levels of maturity and performance.
- 6.1.2 The Care Quality Commission has appointed Dr Boal Owolabi as the chief inspector for primary and community services. Bola is a GP in Derbyshire and has led work in NHS England on community health services and more recently on health inequalities. I will meet with Bola soon to ensure the community health portfolio get the right oversight in this important national regulator.
- 6.1.3 NHS Providers (our NHS membership organisation) have surveyed all NHS provider organisation about the state of NHS finances and recently published the outcomes. They have called on the government to recognise the difficult decisions and competing priorities trusts face as they try to improve patient services while trying to balance the books.

The survey (which represents hospital, mental health, community, and ambulance services) found:

- More than one in four (26%) said they will need to close some services (a further 55% are considering this).
- 45% are moderately or extremely concerned their actions will compromise patient experience
- Close to three in five respondents said patient experience (61%), work to address health inequalities (60%) and access to timely care (57%) were most at risk of being impacted.
- Nearly nine in ten (88%) said they don't have enough funding to invest in prevention.

6.2 Regional matters

6.2.1 Norfolk & Waveney Integrated Care Board leadership changes

Professor Will Pope has been appointed as the Interim Chair for NHS Norfolk and Waveney ICB, following the recent retirement of Rt Hon Dame Patricia Hewitt. He will also continue to Chair NHS Suffolk and North East Essex ICB.

Ed Garratt OBE has been appointed as the Interim Chief Executive for NHS Norfolk and Waveney ICB. Ed will also continue his CEO role of NHS Suffolk and North East Essex ICB.

- 6.2.2 As part of the changes at NHS England and alterations to purpose and approach of Integrated Care Boards, there is detailed work to be undertaken on the size and footprint covered for future Integrated Care Boards. The size, footprint and roles of these organisation will be agreed in early June, and I will brief the Board further on the developments and impacts to the Trusts.

6.3 Issues related to our Trusts

- 6.3.1 Any organisation receiving income from non-publicly funded sources in excess of £36million is required under the duties of section 54 of the Modern Slavery Act 2015 to prepare a slavery and human trafficking statement for each financial year.

Neither Trust hits this financial threshold, but we choose to agree a statement as the essence of embedding the principles in our work; our supply chains and subcontracts is important.

Therefore, the **Group Board is asked to approve the slavery and human trafficking statement on behalf of both Trusts** as written in Appendix A.

- 6.3.2 Each trust was required to make financial statement to its' host system and NHS England at the end of the last financial year. These statements have been revised slightly, but neither revision radically alters the financial plan that each Board agreed for the 2025/26 and therefore the Group Board is asked to note the alterations below.

Norfolk Community Health and Care Financial Statement

The Norfolk Community Health and Care breakeven 2025/26 Financial Plan was submitted to NHS England on 30th April 2025. Key changes from the 19th March 2025 Board version were an increase in income by £9.1m (5.5%) due to confirmed and negotiated additional funding, which was offset by corresponding expenditure, maintaining the financial breakeven anticipated. The efficiency target, whilst it remains the same at £8.8m, has reduced in percentage terms (from 5.1% to 4.8%) due to the increased expenditure.

Cambridgeshire Community Services NHS Trust Financial Statement

The Cambridgeshire Community Services NHS Trust 2025/2026 breakeven 2025/26 Financial Plan was submitted to NHS England with Cost Improvement Plans fundamentally the same as the previous submission.

6.4 Update on our communication strategies and priorities

6.4.1 Activity across both organisations – NCHC and CCS:

National patient safety specialists – Two of our staff have just been awarded National Patient Safety Specialist (PSS) certificates at a special event at Loughborough University. Liz Webb (CCS) and Corwen Hull (NCH&C) new qualifications make them Patient Safety Specialists, reinforcing our commitment to improving safety and quality in healthcare.

National Administrative Professionals Week – On 23 April we recognised and celebrated all our administrators - receptionists, medical secretaries, allocators, ward clerks, and those in our support services, finance, human resources, co-production, quality, communications and digital colleagues and many others – who help support the smooth running of the trust and its services. As well as celebrating these often-unsung colleagues, the day was an opportunity for admin colleagues to get together and learn something new and over 250 people attended a series of educational webinars.

Celebrating diversity – During the last two months we have marked Ramadan, Overseas NHS Workers Day, Trans Day of Visibility and Neurodiversity Celebration Week with celebratory messages, resources and training sessions.

National Day for Staff Networks on 14 May was marked with promotion of our networks – through video, stands, email messages and podcasts - celebrating equality and diversity, and sharing a range of resources and webinars on supporting a diverse workforce.

Supreme Court ruling – Following the Supreme Court ruling made around the legal meaning of the word “woman”, we’ve reached out to support colleagues in our LGBTQIA+ networks in recognition of some of the worry and uncertainty resulting from the ruling. We have shared a variety of support resources with all staff, including details of helplines and our wellbeing services.

Building Trust – Work continues to keep staff and stakeholders updated on our progress to work together more closely as a Group. In March, we announced that we have appointed Angie Moodie as Group Chief Finance and Resources Officer to the Group Board. She will begin her role with us on Monday 21 July.

We also focused on preparing for the start of our new Group from 1 April. Further briefings were held for staff and a Group update was shared with staff and stakeholders. Throughout, we’ve regularly updated information on our NHS Building Trust microsite, which is open to all, with key facts and answers to frequently asked questions.

Supporting health partners - Lynda Thomas CBE has featured in a video with Mark Friend, the new Group Chair for Norfolk and Waveney University Hospitals Group, to discuss the benefits that a group model brings, including improving services and skill

sharing. The video was due to be distributed at the start of May through internal comms channels across the acute group.

System campaigns - The Trust's communications teams are engaged with all three systems in developing campaigns to promote messages to make best use of NHS services and resources. Recently this included Experience of Care Week, Think Pharmacy First, COVID-19, Dying Matters Week, Keep Antibiotics Working, NHS App, Smoking in Pregnancy, Safer Sleep Week, Family Hubs events and Bank Holiday opening times.

QI Fest - On 6 March, colleagues from across both organisations met at Newmarket Racecourse for QI Fest - a vibrant celebration of improvement, learning, and bold thinking. The day featured inspiring talks exploring behavioural science along with a presentation on innovation and radical changes within the NHS. For all staff, the event was a powerful reminder of the positive impact Quality Improvement can have on the services we provide and the experiences we create.

6.4.2 Activity specifically in CCS

Digital platform roll-out – The roll out of our digital platforms continues, with the new Trust website going live in April. By switching to the new platform, information is more accessible, more resilient and better connected with our other sites. Bedfordshire and Cambridgeshire Peterborough children's services are already on the platform and performing well.

iCaSH “know before you go” videos - Our iCaSH team co-produced a series of walkthrough videos of our clinics for service users to view prior to coming for an appointment. Viewers see how to access their chosen clinic, what it looks like inside and what an appointment might look and feel like. This is to help reduce the anxiety that a service user might feel before coming to their appointment. The service worked with a young person to film the fun and welcoming TikTok-style videos, to complement clinic information online. Five of the videos are now available on the iCaSH website, like this once for Oak Street in Norwich - www.icash.nhs.uk/where-to-go/icash-norfolk/oak-street - which has had 210 views since launching on 29 March.

Community Appointment Day - On 24 March, Dynamic Health hosted its first Community Appointment Day at the Kingsgate Conference Centre in Peterborough, offering a new, person-centred approach to delivering MSK care.

This pilot event aimed to challenge traditional healthcare delivery by providing support in a welcoming, non-clinical environment. Working in collaboration with local partners including Vivacity, Age UK, Papworth Trust, Talking Therapies, Healthwatch and Social Prescribers, the event brought together a broad range of services under one roof, from assessment and rehabilitation to wellbeing advice and signposting to community support. The goal was to test a more flexible and holistic approach, providing personalised support centred on what matters most to each individual.

A total of 400 individuals were invited to attend the event and 186 patients participated. They were supported by a multidisciplinary team made up of 19 clinical staff, four administrative personnel, and three support staff. Feedback was overwhelmingly positive. 98% of patients rated the day as good or very good, with 68% saying 'very good', 30% 'good', and only 2% saying it was 'neither good nor poor'.

HSJ shortlisting – The Norfolk & Waveney Advice, Access & Support – Children & Young People's Mental Health Services project has been shortlisted for a Health Service Journal (HSJ) Award in the category of Improving Mental Health through Digital. This groundbreaking initiative has transformed how young people access mental health support by introducing a single digital Request for Support (RFS) and triage system. By harnessing automation, real-time feedback, and seamless digital referrals, the project has slashed waiting times, improved referral accuracy, and ensured children and families receive the right support when they need it.

Royal Garden Party – Jan Wilkins, who just retired from her role as Family Support Practitioner in the Cambridgeshire and Peterborough Children's Specialist Nursing Service is being honoured this month with an invite to a Royal Garden Party,

MBE for Fazilet Hadi, who was Non-Executive Director at CCS until 31 March, received an MBE in March for services to promoting the interests of disabled people. Fazilet chaired our People Participation Committee, which champions patient engagement and equality for both patients and colleagues.

National nursing award - Congratulations to Vicky Spong, a Health Visitor in our Bedford 0-19 team, who has been awarded the Queen's Institute of Community Nursing's Dora Roylance Award. The award is given to "outstanding students who have completed the Specialist Community Public Health Nursing (SCPHN) programme."

Shine a light – Colleagues continue to be celebrated every month and our latest shine a light award winners are:

- Elizabeth (Liz) Spriggs, Health Visitor, Norfolk healthy child services - Liz was nominated for her exceptional support of a young single mother and her baby, who was struggling with significant mental health issues exacerbated by poor living conditions. Wendy said: "Despite the mother initially rejecting professional help, Liz built a strong, trusting relationship and successfully encouraged her to engage with the support offered. Liz arranged a joint home visit with the housing officer, advocating for the mother on her non-working day. As a result, the mother was prioritised for housing. Liz also helped the mother agree to see her GP for assessment and referral to mental health services, marking a significant breakthrough. I would like to thank Liz for her dedication, motivation, and diligence in achieving the best outcomes for the family."

- Adele Pool and Gem Peacock, Education Mental Health Practitioners, King's Lynn mental health support teams in schools - Adele and Gem were nominated for creating and delivering a wellbeing ambassador workshop relating to children's mental health week at one of their schools. Their nominator said: "Despite a very short time frame to pull this together, they absolutely smashed it and the feedback they received was incredibly positive. I hear they also encountered some technical difficulties, but persevered and adapted the session on the spot to meet the needs of those attending. Despite busy workloads, they prioritised the needs of the children and young people in our settings and proved the value in our whole school approach work in the feedback they received. Amazing work!"
- The Recruitment Team - Alex James, Molly Bishr, Angela Bradshaw-Clifford, Vanessa Floyd, Arijit Sen, Jasmin Wilson, Nicola Routs and Francesca Jones. The team were nominated for successfully onboarding over 1,000 external and internal starters since the last recruitment compliance audit in February 2023, and in February 2025 after another audit, there were no issues found across a random selection of candidates selected by the audit team. This is a testament to the hard work and dedication by the team to embrace new processes and legislation over the last two years to ensure the candidate journey into CCS is as smooth as possible.
- Jo Dennison, Clinical and Team Lead, Broadland and North Norfolk Mental Health Support Team - Jo has led their team through the establishment of a completely new Mental Health Support Team across Broadland and North Norfolk, securing the engagement of 45 schools across the region, whilst supporting every member of her team both professionally and personally. Her nomination said: "Jo has worked tirelessly to provide an outstanding service to all these schools, their staff, students, and families whilst simultaneously supporting us as a team. We are grateful to be part of a team that has such impact in our region and led by someone who cares about each one of us."

Welcome to Peterborough 0-19 colleagues - On 1 April we said a warm welcome to our new 0-19 colleagues, who joined us from Cambridgeshire and Peterborough NHS Foundation Trust. We have been working with people before, during and after this change to make the transition as smooth as possible for people. We look forward to working together to continue providing vital support to children and families in the local area.

Service visits:

Virtual Wards in Luton and Bedfordshire on 14 November 2024

Anna Gill, Non-Executive Director:

"I spent a very informative and useful morning with Tracey and all the different teams supporting patients through Virtual Wards and District Nursing. I was very pleased to have an in-depth overview and discussion with Tracey who answered my endless questions with knowledge, and passion for the opportunities the Virtual Wards can offer both for staff and the community. I then spent time with Adrianna, Sue, Eleanor, and Rachel learning about how Doctors, Pharmacists,

Nurses and HCAs and Paramedics all work together across a complex scenario with increasing complexity and clinical need.”

What’s going well:

- The level of skill and decision making the teams were utilising and the pride they have in improving outcomes for patients and being able to support often very sick people in their own homes- outcomes driven care
- The clearly defined multi-professional clinical pathways between different teams and the acute and primary care to ensure best and safest care is given – safe and personalised care
- The level of digitalisation in triage/communication between teams/assessments and decision making and in monitoring (blood tests etc) or interventions – digitalised care being developed
- A strong ‘Grow your own’ approach to staff development and training offering advancement if sought after and chances to build on clinical and leadership skills in a supportive environment – highly engaged and skilled workforce
- The staff are highly engaged and enthusiastic, and proud of what they are achieving, people reported on there being a supportive open culture with ‘very good vibes’- CCS values very evident

Challenges:

- Communication between different IT systems (across system) was mentioned several times as a barrier to the best coordinated care
- Numbers and acuity rising especially with winter demands and levels of dependency of patients
- Raising awareness with GPs of the services offered and how they improve quality of life for patients
- Building confidence of all staff to embrace digitalisation, not just those who are skilled at it.

School Nursing Service Huntingdon - 23 January 2025

Dr Caroline Kavanagh, Chief Medical Officer, Debbie Shulver, Assistant Director of Safeguarding, Paul Spencer, Assistant Director of Finance

Dr Caroline Kavanagh: “We heard about some of the support they offer families and schools, and how keen they are to expand their services further. They all spoke about how much they enjoy patient and family contact and find it very enriching, which was great to hear.

“They were very supportive of each other, and I was really impressed by some of the initiatives they have already, with Jess already creating a template for standardisation of the documentation of her family contact meetings and Helen presented to us about how the Getting Ready for Change questionnaire was being used to promote wellbeing in families and older children. From this questionnaire they were able to find out the big three concerns for families – screentime, travelling to school safely and sexual health and how they have adapted to give clear advice on this.

“They are enthusiastic and will look to work more with schools and families from a preventative perspective in general health and wellbeing. They are looking at how

they can provide some help across the system for children with special needs and those needing more support.

“It was a really enlightening morning spent learning about the fantastic things our School Nursing team do and how keen they are to improve care for patients and families. Everyone was welcoming, warm and generous with their time. Thank you to all the team, for their time with us, and for enthusiasm and joy in working together providing this care for children.

Debbie Shulver: “I have today spent a few hours with the 5-19 team in the Huntingdon base, we were made very welcome. There was great enthusiasm within all the elements of the team that we spoke to and spent time with.

“Everyone was highly motivated and spoke about the team as one which although relatively new, as being well functioning and very supportive. They all expressed that they were happy with the way in which the team was developing in the last few months. There were all keen to develop the service further and were focused on ensuring that this was around increasing the capacity in the team to undertake face to face contact with children and families.

“The team were all identifying the need to improve outcomes for children and demonstrated their child focused perspectives throughout the visit. It was very heartening to see that the increased resource was having such a positive impact on the team morale and on the team functioning.

“I would like to thank all the team for making us so very welcome and for sharing their time from their very busy day to talk to us all and offer us insight into their day-to-day jobs. The team are and should be commended for their demonstration of our CCS Trust values at work and their dedication to improving the lived experiences of children.”

Paul Spencer: “We had a great welcome from the team, and everyone was happy to stop and talk. Heather gave us an overview of the services and then we met with the team to talk through their day-to-day roles. Helen Beer then gave us a presentation on the School Nursing service, which was very informative.

“It was interesting to see the patient's journey through the service, get some details on how the team have helped with issues such as sleep and hygiene and to hear the positive impact this has had on families. The team had some great ideas on how to improve the service and how they can make a difference in the community. Its key as a corporate team we are accessible to encourage and support these. Some standout ideas around report writing and referral routes.

“They have had a number of new members in the team, and they all work well together, you

“Personally, I hadn't appreciated the level of support and breadth of service the school nursing team provides, and it was great to get that insight.”

Bedfordshire Neurotherapy Service – Wednesday 5 March 2025

Lea Fountain - Associate Director of Communications

“I'd like to say a huge thank you to the team for being so welcoming and giving me such a good understanding of the service you provide.

“When going out with Catherine to the home of S who had recently had a stroke, that sense of care, compassion and understanding of the individual was very much evident. While S hadn’t been home long, Catherine had already met her several times, provided continuity of care and meant she had a good understanding of S’s progress. It was clear S, and her husband felt comfortable with Catherine and were able to freely raise any questions or concerns about S’s care plan and recovery. I was then able to observe a speech therapy session with S. This session gave sufficient challenge whilst also understanding S’s needs and level of fatigue. It was delivered in a friendly and light way which you could see made it more relaxing for S. Guidance was also provided to S’s husband on how he could support S as she worked to recover her language skills, including a gentle but clear redirection when the husband was considering options that might be overly taxing for S.

“I particularly enjoyed hearing about projects like the Ampthill Gents, the Flitwick Book Club, and the Leighton Buzzard Neurotones. Far beyond the commissioned service, these activities were only possible due to the passion, vision, and warmth of team members, who had given their time to help people make connections and build new lives after stroke or brain injury.”

6.4.3 Activity specifically in NCHC

Norfolk and Waveney health and care partnership wins Health Service Journal (HSJ) Award for its urgent and emergency care service

NCH&C, East Coast Community Healthcare (ECCH), Integrated Care 24 (IC24), Norfolk and Waveney Integrated Care Board (ICB), Norfolk County Council (NCC), and East of England Ambulance Service NHS Trust (EEAST) won the 'Best Contribution to the Improvement of Urgent and Emergency Care' award for its Unscheduled Care Coordination Hub (UCCH).

Many patients seen and assessed by the UCCH require a community response, and the ability to move patients from 999 and 111 call lists to the community workload increases the likelihood of patients receiving appropriate care that enables them to stay at home. By integrating multidisciplinary teams and providing timely, appropriate responses, the UCCH has significantly improved patient outcomes.

[Click here for to find out more.](#)

Willow Therapy Unit has helped more than one hundred patients regain the confidence and independence to get back home in two months since opening

The unit, which welcomed its first patients in early March 2025, provides enhanced support to enable patients to recover and regain independence after a stay in hospital. Providing a supportive and comfortable environment for 48 patients, 116 patients have already benefitted from a short stay in Willow Therapy Unit.

The £19 million unit includes an assessment kitchen and a self-service café-style area, to help patients build confidence in carrying out everyday tasks such as preparing drinks and snacks. It has been designed to facilitate the seamless transition of patients from acute hospitals back into the community. Therapists and nursing staff at the Willow Therapy Unit will work closely together, playing an active part in supporting patients to achieve their functional goals.

The opening of the Willow Therapy Unit is a significant milestone for the health and care system in Norfolk and Waveney. Unit Lead Luciano Pitasi believes the approach to patient care at the Willow Therapy Unit is helping to reduce the amount of care and support people need when they are discharged.

[Click here to find out more](#)

Bringing AHPs together - NCH&C hosts first-ever AHP conference

NCH&C proudly hosted its first-ever Allied Health Professional (AHP) Conference at the end of March, embracing the theme 'Bringing AHPs Together'. Over 75 AHPs from across the trust gathered for a day of inspiration, collaboration, and shared learning.

The conference provided a valuable opportunity for AHPs to connect, exchange ideas, and explore ways to enhance patient care. The event featured insightful talks from expert speakers, as well as networking sessions aimed at strengthening professional relationships.

Dr. Janice St. John-Matthews, Senior Allied Health Professions Advisor at NHS England, described the conference as a fantastic platform to showcase the vital work of AHPs. She emphasised the importance of bringing professionals together to celebrate their collective impact across NCH&C.

Staff found the event both inspiring and thought-provoking. Kate Harman highlighted the importance of collaboration, saying: "It's great to see what we can do differently and work more effectively. Now is pivotal time to make sure AHPs don't lose their voice, and shouting about the work we do is something that has really stood out from today."

Stay tuned...

The Communications and Marketing Team attended the event to speak with staff, capturing insights and reflections. Stay tuned for the next episode of the NCH&C podcast, where we'll delve deeper into the highlights of the trust's first AHP Conference. [You can find out more and watch a short video from this event here.](#)

Congratulations to our STARS

STAR badges were awarded to colleagues in January and February in recognition of their commitment and dedication in making a difference to patients, visitors and/or their colleagues.

January's winner

Victoria Powles, Therapy Assistant, Alder Ward

"Vicky worked as a Healthcare Assistant on Alder Ward before joining the Therapy Team as a Therapy Assistant. Vicky coped well with the uncertainty around the ward's temporary closure and has taken every opportunity to learn and grow into her role. Despite changes in staffing, Vicky has remained consistently reliable and hard-working, supporting whichever staff need it most. She has shown in many cases that she is willing to do whatever is necessary for the benefit of the patients, even if this means taking on additional responsibilities and workload beyond what is expected of her."

February's winner

Lillie Allen, Lymphoedema Coordinator, West Place

Lillie was awarded a STAR of recognition badge for her pro-active contribution and innovative forward thinking in relation to the management of patient caseload. Lillie has come up with many brilliant ideas, including the management of our waiting list by instigating more of a patient-lead approach. She has done this by working alongside her team, managers and an IT team to develop a letter to send out to patients on our waiting list.

NCH&C Cardiac Rehabilitation Team recognised with national award for outstanding heart failure support

Our Cardiac Rehabilitation Team, based at Dereham Community Hospital, was named last month as one of the winners of the prestigious 'You're Simply Marvellous Award 2025' by the Pumping Marvellous Foundation (PMF) - the UK's leading patient-led heart failure charity. This national recognition is no small feat - only six teams across the UK received the award in 2025.

The team was nominated by a grateful patient who attended their group cardiac rehab sessions in Aylsham. They credited the service with having a life-changing impact following an unexpected heart attack and the fitting of an implantable cardioverter defibrillator (ICD) in the spring of last year. The patient praised not only the clinical care but also the emotional support extended to their family throughout recovery.

The patient said: "The cardiac rehab team for North Norfolk and Aylsham was life-changing for me, and more importantly, for my family members who came with me this year. Their support helped us all."

Delivered by a dedicated multidisciplinary team, the service offers an intensive nine-week programme focused on recovery, education, and prevention of further cardiac events.

Creating an inclusive waiting area for neurodiverse patients

Maddie, a receptionist at St James Clinic, has researched and developed an inclusive waiting area to ensure a more comfortable and welcoming space for individuals with neurodevelopmental conditions.

Maddie's motivation for this project was deeply personal, drawing on her own experiences growing up with ADHD and insights gained from The Oliver McGowan Mandatory Training. She recognised that the current waiting area did not provide a calm, sensory-friendly environment for neurodiverse patients, which can make clinical visits overwhelming.

Determined to create a space where young patients feel at ease, Maddie worked closely with colleagues to run surveys that helped determine what to include, allowing Neurodevelopmental Service patients and their families to share their ideas for the new waiting area. The feedback gathered will help shape improvements such as:

- More comfortable seating
- Better lighting
- Soothing wall colours
- Sensory-friendly décor

Maddie said: "The positive responses I've seen so far have been so lovely. This is something that will make such a difference in these young people's experiences here. We are lucky to have had so much support from the Quality Team, Neurodevelopmental Service team, Paediatric team, and Estates, to help turn this idea into a full project. I truly can't wait to see the finished product!"

Wheelchair users and prosthetics patients attend patient engagement event

Wheelchair users, prosthetics patients, and those who have recently had rehab, joined us to find out more about the re-enablement services that we provide at a special patient event on Friday 28 March and the Re-Enablement Services Centre in Norwich.

Attendees met the team and found out what's available to them as part of this service, and talked to other organisations about additional help, advice and support.

The Build Charity, MND Association, Limb Power, Steel Bones, Limbless Association, and Opicare had stands at the event to provide further information on support.

Staff were also invited to find out more about how the wheelchair and prosthetics services can help patients and to speak to the charities attending.

[Watch a short video from the event and find out more here.](#)

Neurodevelopmental Service launches initiatives to improve experience for patients

In response to national concern over rising numbers of children and young people waiting for assessments for neurodivergence, Children's Services have been working on a transformation project for our Neurodevelopmental Service.

The team has worked incredibly hard over the last year and has launched several new initiatives to support service improvement. [Click here](#) to find out about the ND Digital Library, Pre-5 one-day assessment clinics, post-five one-day assessment clinics, the new digital referral form, and waiting list validation.

New Green Champions Network

We celebrated Earth Day in April this year by establishing a new Green Champions Network with 18 colleagues successfully recruited to this role across NCH&C.

Green Champions will help the trust achieve its target of net zero by 2045 by sharing and promoting sustainable practice within their work areas, and by feeding back to the group ideas on how NCH&C can improve.

Appendix A - Slavery and human trafficking statement

Cambridgeshire Community Services NHS Trust and Norfolk Community Health and Care NHS Trust continues to fully support the Government's objectives to eradicate modern slavery and human trafficking and recognises the significant role the NHS must play in both combatting it and supporting victims. We are committed to ensuring our supply chains and business activities are free from ethical and labour standards abuses. Steps taken to date are included below.

Our Staff

We confirm the identities of all new employees and their right to work in the United Kingdom and pay all our employees in line with best practice and national guidance. Our Freedom to Speak Up Policy additionally provides a platform for our employees to raise concerns about poor working practices. A Freedom to Speak Up report is submitted to the Board of Directors on a 6-monthly basis which includes an overview of the number of concerns raised by staff and the category that they fall into.

Internal Policies

We have several complementary internal policies that support our commitment to eradicating Modern Slavery; these include:

- Freedom to Speak Up / Raising Concerns Policy.
- Safeguarding People Policy.
- Level 3 Refresher Training for Adults and Children – Contextual Safeguarding and Modern-Day Slavery.
- Recruitment Policy.

Procurement and our supply chain

The Trust complies with the Procurement Act 2023 and uses the mandatory Crown Commercial Services Standard Selection Questionnaire on procurements, which exceed the prescribed threshold. Bidders are required to confirm their compliance with the Modern Slavery Act 2015.

Our procurement and contracting team are qualified and experienced in managing healthcare contracts and have receive appropriate briefing on the requirements of the Modern Slavery Act 2015, which includes:

- Requesting evidence of their plans and arrangements to prevent slavery in their activities and supply chain.
- Using our routine contract management meetings with our providers, to address any issues around modern slavery.
- Implementing any relevant clauses contained within the standard NHS Contract, and,
- Training and Awareness.

Patients and Service Users

Modern Slavery awareness is integrated into our safeguarding policies and training. Awareness is also raised through information sharing on the Trusts' Intranet and on the public website. This helps our staff to know how to raise concerns if they suspect modern slavery or human trafficking when interacting with patients or service users.

Review of effectiveness

The Trusts review the slavery and human trafficking Statement on an annual basis and presents it at the Board of Directors meeting in Public. This demonstrates a public commitment, ensures visibility, and encourages reporting standards. We continue to take further steps to identify, assess and monitor potential risk areas in terms of modern slavery and human trafficking, particularly in our supply chains.

In 2025-26, our anti-slavery programme will also work to:

- Continue to support our staff to understand and respond to modern slavery and human trafficking, and the impact that every individual working in the NHS can have in keeping present and potential future victims of modern slavery and human trafficking safe through our safeguarding teams.
- Continue to ensure that all our staff have access to formal training on modern slavery and human trafficking which will provide the latest knowledge and the skills to manage this, and,
- Work with our partners to ensure modern slavery and human trafficking are taken seriously and feature prominently in safeguarding agendas.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and applies to Cambridgeshire Community Services NHS Trust and Norfolk Community Health Care NHS Trust.

The Group Trust Board approved this statement on behalf of both organisations at its meeting on 21 May 2025.

Matthew Winn
Group Chief Executive