

Agenda item:	6
Date of meeting:	16 July 2025
Report to the:	Group Trust Board
Title of report:	Chief Executive's Report
Report author:	Vicky Brooke, Associate Director of Marketing, Communications and Engagement Sarah Feal, Company Secretary and Freedom to Speak Up Guardian
Executive sponsor:	Matthew Winn, Chief Executive Officer
Recommendation:	Note

Assurance level:	Substantial <input type="checkbox"/> Reasonable <input type="checkbox"/> Partial <input type="checkbox"/> Minimal <input type="checkbox"/>
Rationale:	Not Applicable.

1.0 Executive Summary

1.1 The 10-year health plan has been published by the Government alongside a rationalisation of patient safety organisations at the national level. Section 6.1.1 summarises the three shifts that the Government has already prioritised to develop models on neighbourhood care; improvements in how the population access the NHS app and digital tools); the development of a full patient record from all NHS providers; specific initiatives and approaches to support people to be healthy and final a changed national system of regulation and provider arrangements, including the opening of the foundation Trust pipeline.

Section 6.2 sets out changes to the agreed changes to the Integrated Care board geographies and equally important to both Trusts the proposed options for local government re-organisation across Norfolk and Cambridgeshire and Peterborough.

Section 6.3 details the national ask for NHS organisations to reduce agency expenditure and review nursing and midwifery job profiles. The Board are asked to note the finalised quality accounts agreed and published for both Trusts.

Finally, section 6.3 details some of the great examples of care provided by our staff across both organisations and the wider communication work we have undertaken over the past few months.

2.0 How the report supports tackling Health Inequalities

2.1 Not Applicable.

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

3.1 There are none identified.

4.0 Legal and Regulatory requirements

4.1 There are none identified.

5.0 Previous consideration by Committee or Executive

5.1 21 May 2025, Chief Executive's Report – Group Trust Board

6.0 Report

6.1 National Updates

6.1.1 10 Year Health Plan for England: fit for the future

The Government has published its 10-year health plan, which outlines a fundamentally different approach to healthcare. It has been shaped by the feedback, experiences and expectations of members of the public, patients, and health and care staff across the country. [Here is the plan in full.](#)

The 10-Year Health Plan sets out some of the detail to deliver the Government's three 'big shifts':

- From hospital to community
- From analogue to digital
- From sickness to prevention

The plan also sets out the ambition of making the NHS the very best place to work. [Click here to read an open letter to all NHS](#) staff from the NHS Chief Executive, Jim Mackey.

From hospital to community

A new Neighbourhood Health Service will bring care into the places people live, aiming to transform access to general practice and prevent unnecessary hospital admissions.

- **Improving GP access** – reducing the “8am rush” by training thousands more GPs and embedding AI and digital telephony to improve patient access
- **Neighbourhood Health Service** – with single and multi-neighbourhood providers and multiprofessional teams organised around those with the greatest need
- **Care closer to home** – Neighbourhood Health Centres in every community, expanded pharmacy services, more NHS dentists, and in the future a focus on prevention through use of genomics, diagnostics, and predictive analytics
- **Redesigning outpatient and diagnostic services** – patient-initiated follow-up as standard by 2026, embedded ‘advice and guidance’, reduced need for travel, and expanded use of AI-enabled diagnostic tools
- **Urgent and emergency care redesign** – enabling patients to self-book into A&E via the NHS App or 111, clinical triage and redirection in advance, and Mental Health Emergency Departments co-located with or near 50% of existing Type 1 A&E units

From analogue to digital

The aim is to create a digitally accessible health system, where patients have a ‘doctor in their pocket’ for 24/7 advice and guidance, and staff are freed from outdated systems.

- **NHS App** – transformed into the front door to the NHS, enabling patients to access 24/7 AI-enabled advice, book appointments, leave feedback, choose providers, manage medicines, and oversee their children’s health
- **Single Patient Record** – a secure, unified record under patient control, enabling more coordinated, personalised, and predictive care and for those that need it a clear single care plan.
- **Digital liberation for staff** – better access to information, use of AI to free up time for care, and a platform for proactive, planned care

From sickness to prevention

Too many people are living too long in poor health, with widening health inequalities.

- **Smoking** – the Tobacco and Vapes Bill will ensure that anyone turning 16 this year or younger can never legally be sold tobacco
- **Obesity and physical activity** – tackling obesity through new school food standards and reduced junk food advertising aimed at children
- **Alcohol** – helping people make healthier choices by providing clearer information about the health risks of alcohol
- **Supporting children’s wellbeing** – expanding Mental Health Support Teams in schools and introducing new Young Future Hubs for additional mental health support
- **From a sickness service to a prevention service** – expanding vaccination, screening, and early diagnosis; and developing a future genomics population health service to harness predictive analytics for personalised prevention

New operating model

To deliver the plan’s ambitions, a new operating model will devolve power from the centre to local providers, frontline staff, and patients.

- **Integrated Care Boards (ICBs)** – will act as strategic commissioners of local health services, including neighbourhood health services, with a focus on population health outcomes and financial sustainability
- **New Foundation Trusts** – NHS Trusts rate able to become Foundation Trusts and from 2026, high-performing organisations will be able to be designated as Integrated Health Organisations, responsible for the health and budget of entire populations
- **Local partnerships** – stronger collaboration with local government and other partners to develop neighbourhood health, with Strategic Authorities playing a greater role on ICB boards

There is a lot of detail in the 168-page plan. We will continue to digest the content and will of course update the Board over the coming weeks and months on what this will mean for our Trusts and the communities we serve.

6.1.2 NHS Oversight Framework 2025-26

The new 1-year framework sets out how NHS England will assess the Trust(s), alongside a range of agreed metrics, promoting improvement. The framework will be reviewed in 2026-27 to take account the ambitions and priorities in the 10-year health plan. The assessment process measures the Trust(s) delivery across 6 domains:

1. Access
2. Effectiveness and experience of care
3. Patient safety
4. People and workforce
5. Finance and productivity
6. Improving health and reducing inequality

Further detail on the framework and its metrics can be found from this [link](#)

Given the framework places every NHS organisation into a quadrant, which will then determine any regulatory intervention or alternatively freedoms Trusts will be subjected to – it will be an important source of information for the Board and feature as part of our Board governance oversight going forward.

6.1.3 Attention Deficit Hyperactivity Disorder Data Improvement Plan

NHS England has identified that service provision has not kept pace with demand and there is a need to improve access, experience and outcomes. In response, they have developed a national data improvement plan, and the Trust(s) will implement this during 2025-26. Further detail on the plan and its aims can be found from this [link](#)

Whilst the document is primarily focused on adults there are clear issues and leaning from children and young people. The Trust will be implementing our responsibilities and ensuring we adhere with the changes in data recording.

6.1.4 Delivering the services children need in the community

The Royal College of Paediatrics and Child Health has published a report, which highlights and details five key thematic areas in need of urgent attention to see improvement in child health outcomes:

1. The urgent need for data
2. Creating a sustainable child health workforce
3. Collaborative care
4. Positive transitions to adult services
5. Neurodevelopmental services

Further detail on the report including each of these recommendations can be found from this [link](#). The learning will be embedded into our clinical and care strategy, to ensure all our services are delivering the very best outcomes for children and young people and their families.

6.1.5 Dash review into patient safety approach and organisations nationally across health and care

The report made nine recommendations, all of which have been accepted by the Government.

1. Revamp, revitalise and significantly enhance the role of the National Quality Board.
2. Continue to rebuild the Care Quality Commission with a clear remit and responsibility.
3. Continue the Health Services Safety Investigation Body's role as a centre of excellence for investigations and clarify the remit of any future investigations.
4. Transfer the hosting arrangement of the patient safety commissioner to MHRA, and broader patient safety work to a new directorate for patient experience within NHS England, transferring to the new proposed structure within DHSC.
5. Bring together the work of Local Healthwatch, and the engagement functions of integrated care boards and providers, to ensure patient and wider community input into the planning and design of services.
6. Streamline functions relating to staff voice.
7. Reinforce the responsibility and accountability of commissioners and providers in the delivery and assurance of high-quality care.
8. Technology, data and analytics should be playing a far more significant role in supporting the quality of health and social care
9. There should be a national strategy for quality in adult social care, underpinned by clear evidence.

The functions of the National Guardian's Office with the other staff voice functions will transfer into NHS England and in due course, to the Department of Health and Social Care.

6.2 Regional Matters

6.2.1 Integrated Care Boards

NHS England has agreed to a new set of footprints within the East of England for Integrated Care Boards. These changes will start to operate in the Autumn, with new arrangements set up fully by April 2026. The footprints of the two Integrated Care Boards our organisations will work will be:

- Norfolk and Suffolk
- Cambridgeshire, Peterborough, Bedfordshire, Luton, Milton Keynes and Hertfordshire

6.2.2 Local Government re-organisation

In line with the instruction from the Government to move to a single layer of local government structure, our local councils have been meeting to reach consensus. The four unitary authorities in BLMK will be unaffected, except the footprint of an elected mayor has yet to be decided.

In Norfolk there is no consensus between the County Council and the district councils. Therefore, three options have been put forward: one unitary authority 2 unitary authorities or three unitary authorities. The Government will need to choose the option and ask this to be implemented.

In Cambridgeshire and Peterborough, the County Council, district councils and Peterborough Council have agreed to consult on three options as shown below and submit the outcome to the Government as the recommendation.

Proposal A North-West/South-East Option	Unitary 1	Peterborough City Council, Huntingdonshire and Fenland District Councils - along with County Council functions
	Unitary 2	Cambridge City Council, East Cambridgeshire and South Cambridgeshire District Councils - along with County Council functions
Proposal B A North/South Option	Unitary 1	Peterborough City Council, East Cambridgeshire, Fenland and Huntingdonshire District Councils - along with County Council functions
	Unitary 2	Cambridge City Council and South Cambridgeshire District Council - along with County Council functions
Proposal C An East/West Option	Unitary 1	Peterborough City Council, East Cambridgeshire and Fenland District Councils - along with County Council functions
	Unitary 2	Cambridge City Council, Huntingdonshire and South Cambridgeshire District Councils - along with County Council functions

As Councils who commission our organisations and are key collaborators within adult and children services, the arrangements are important to us. We will contribute to the consultations and update the Board as decisions are made in Government.

6.3 Matters related to our Trust(s)

6.3.1 Reducing Agency Spend

NHS England's focus to ensure NHS resources are used as efficiently as possible included targeted reductions in the use of Bank and Agency staffing for 2025-26. The system targets set included a 10% reduction in bank staffing spend and 30% reduction on agency staffing, when compared to the 2024-25 outturn.

Due to 2024-25 Agency spend for Cambridgeshire Community Services NHS Trust equating to only 1.8% of its overall total cost of staff, and therefore less than half the original indicative target plan for the Trust, the Cambridgeshire and Peterborough system agreed for the Trust to have a lower 10% reduction in its plan and the residual target value was distributed between the remaining Trust's within the system.

6.3.2 Quality Account 2024-25

The Quality Accounts have been published, which provides an overview of the quality of services the Trust(s) delivered last year and demonstrates to leaders of healthcare, clinicians, staff, and the public our commitment to continuous, evidence-based quality improvement.

Cambridgeshire Community Services NHS Trust Quality Account can be found from this [link](#)

Norfolk Community Health and Care NHS Trust Quality Account can be found from this [link](#)

6.3.3 National Review of nursing and midwifery job matching profiles – update on next steps:

Following the previous update to the Board, the updated profiles for nursing and midwifery roles were published in early June 2025, alongside further guidance for organisations on how best to implement. The recommendations in this guidance were:

- Each Board should have a nominated senior responsible officer to oversee action and implementation plans. **We have agreed that we will have joint senior responsible officers (SROs) for this work – our Chief Nursing and Allied Health Professional Officer alongside our Chief People Officer.**
- There should be an initial assessment of the local position in relation to the accuracy of job documentation, the currency of job evaluation outcomes and the adequacy of job evaluation capacity to inform an organisational risk assessment. **The assessment across both organisations is currently being finalised.**
- Boards should utilise their current assurance processes to assess and articulate the financial, legal and employee engagement risks associated with the project. **The SROs will keep the Board briefed on progress and any relevant risks / issues will be raised as and when required.**
- Agree in partnership with trade union colleagues, a local action plan to address any issues covered and, on the resources necessary to do the work. **This will become a standing item at both organisations' partnership meetings – Joint Consultative and Negotiating Partnership in CCS and Staff Management Committee in NCHC.**
- The SROs will be responsible for updating the board on the progress of the local action plan which should outline the risk mitigations. Boards should regularly review the risks and determine if any further activity is required to manage/mitigate them. **Regular updates will be provided as appropriate.**

Once our initial assessment is completed, a task and finish group will be established to manage this process and implementation across both organisations. It is not currently predicted that this will result in a high level of re-banding requests from our staff or significant changes to job bandings. We will however keep this under review.

6.4 Update on our communication strategies and priorities

6.4.1 Activity across both organisations

Providing great local health and care

Creating our new values and clinical and care strategy

We've officially launched the engagement exercise to create our new values, and our clinical and care strategy. All staff have received a link to a survey and workshops will be held in existing meetings to gather feedback over the coming weeks.

Over the coming weeks we will be engaging as many people as we can through facilitated sessions at team meetings, staff network meetings etc as well as engagement with patients and carers.

Transformation in neurodevelopmental services

The first Group-wide improvement and transformation initiative has been launched and looks at how we support children and families accessing our neurodevelopmental services. We've launched a new cross-organisational portal: SPoT – the Single Point of Truth - a central hub providing the latest updates and is accessible via both the NCH&C and CCS intranets. [This video](#) from the Director of Norfolk and Waveney Children and Young People, explains more about the initiative

NCH&C's Neurodevelopmental Service has streamlined processes so that children and young people receive assessments more quickly and efficiently. The service has [publicised](#) the way it is reshaping its care for the better:

Nina Makwana, who is a specialist speech and language therapist in our Bedfordshire neurodiversity team, has worked with the BBC to produce a series of videos to help parents. The videos feature on [BBC Tiny Happy People](#) website.

Increased parking opens at Princess of Wales Hospital

The multi-storey car park at Princess of Wales Hospital in Ely opened in June. This will significantly improve the experience for staff and visitors to the site.

Successes for iCaSH

Following the publication of the national statistics a news piece was produced in partnership with Bedford Borough Council which praised the "excellent provider iCaSH" [11% reduction in STIs put down to "investment in high quality services" in Bedford - Bedford Independent](#).

iCaSH held its annual conference in June, bringing together people from across services to learn from each other and build for the future. As well as a successful day for staff it was also an opportunity for commissioners to attend to learn more about the service and see for themselves how passionate, innovative and engaged our iCaSH teams are.

Double award win for eye service

A project in the Bedfordshire community eye service won two national awards last month. Using NHS England funding, the service upskilled two orthoptic support workers to help address waiting times. It has resulted in improved patient flow, reduced waiting times, increased job satisfaction and improved staff retention. It won Service Improvement and Innovative Practice Award at the British and Irish Orthoptist Society (BIOS) Awards and the national Advancing Healthcare UK awards.

Collaboration with partners

HSJ Award for collaborative procurement project

NCH&C, as part of the Norfolk and Waveney Procurement Collaboration, has played a key role in a ground-breaking project that won the 'Improving Back Office Services Through Digital' category at the HSJ Digital Awards 2025. The award recognises the successful rollout of the Enhanced Purchase to Pay (EP2P) solution. This innovative programme has established a new national benchmark for procurement and finance services across the NHS.

Developing language skills in Bedfordshire

Our speech and language teams in Bedfordshire are working with the Department of Education to develop a case study about Chattercats, a school-based intervention to help children to develop their language skills. Helen White, Senior Support Practitioner for St Matthew's Primary School, Luton said: " At the start of the Chattercat journey, many children were unable to form sentences... the progress the targeted children have made is amazing."

Secretary of State visits Leighton Buzzard Health Centre

The Secretary of State for Health and Social Care, Wes Streeting MP, visited the Leighton Buzzard Health Centre in June to open a new primary care clinic space. During his tour of the site Wes spoke with Claire Andrews, head of business support and performance in Bedfordshire and Luton children services, who told him about the ways we are creating opportunities to work together, are improving our service offering and supporting continuation of care in the community.

Norfolk Volunteer wins award

This year's Helen Johnson Award for Volunteer of the Year has been awarded to Rhianna, a dedicated volunteer at NCH&C Volunteer Service. Each year, Voluntary Norfolk presents this prestigious award to one outstanding volunteer in recognition of their exceptional contribution and achievements across its services. Rhianna began volunteering with NCH&C three years ago as a way to build confidence and improve her employment opportunities. Read more about Rhianna [here](#).

Award nomination for leg ulcer collaboration project

NCH&C in collaboration with West Norfolk Coastal Primary Care Network and Kings Lynn Primary Care Network has been shortlisted in the Nursing Times Awards in the Nursing in Primary Care category for their leg ulcer project collaboration.

Valuing our people

Group Board service visits

- Anna Gill and Sarah Buchan went out with the NCH&C out-of-hours team
- Njoki Yaxley visited the Peterborough Dental Services team last week
- Anna Gill visited inpatient services at Norwich Community Hospital
- Graham Nice visited Bedford iCaSH team

For details on all the Group Board service visits, go to [Building Trust | The Loop](#)

Celebrating NHS 77

NCH&C's Charitable Fund held an NHS 77 event at Norwich Community Hospital on 1 July. Tea, coffee and cakes were served in Mulberry Garden with the aim of encouraging colleagues to take a break, catch up with colleagues, and celebrate the NHS spirit.

Staff award winners at CCS and NCH&C

Chloe Mason, Education Mental Health Practitioner in the Mental Health Support Team, won the CCS Shine a Light Award in May for the outstanding care and compassion. Chloe had been supporting a young person who was struggling with anxiety and missing a lot of time at school. Now he is doing much better and enjoys going to school. His family said: "He felt comfortable and supported in his sessions, we felt he was understood and in our sessions we never felt rushed. The advice and support we have been given has been invaluable, it has enabled us to support him through his worries and work together to help him achieve all his goals."

Nominations for NCH&C's REACH Awards have closed with 315 entries across the Trust. All submissions will be reviewed by our judging panel and the shortlist will be published in the next few weeks. The awards ceremony will take place in September.

NCH&C's latest STAR of recognition winners have been announced on [The Loop](#) and the most recent winners of the STAR of the Month awards are:

Tom Bamford in the communications, marketing and engagement team, for his work with East Coast Community Healthcare (ECCH) on our joint Musculoskeletal (MSK) service. ECCH were struggling to produce a high volume of work with a very tight turnaround. They reached out to the NCH&C Communications and Marketing team for support and Tom stepped up to help. This was a great example of community and integrated working with our system partners to achieve a collective goal.

Maria Agius, Clinical Support Worker on Alder Ward at Norwich Community Hospital was awarded our STAR of the Month for May. Maria is a Clinical Support Worker and was chosen for the kindness and compassion she shows whilst consistently delivering the very best patient care. "Maria comes into every shift with a smile on her face and does her utmost to strive for our patients on every shift she has."

Staff encouraged to get on their bikes

NCH&C staff had the opportunity to try out e-bikes at Norwich Community Hospital as part of Bike Week. Norfolk County Council joined us to share information about Beryl Bikes and other sustainable travel options available across Norfolk. [Click here to read more about #BikeWeek](#)

A thank you to our invaluable volunteers

During Volunteers Week in June, CCS and NCH&C recognised the amazing work of those who volunteer for us. 'Thank you' cards were sent to volunteers and Matthew shared a personal note acknowledging the 1,500 hours given by CCS volunteers and the 7,798 hours by volunteers at NCH&C in the last year. As part of the week NCH&C formally relaunched its Volunteer Champions programme.

Showing support for PRIDE

We kicked off PRIDE Month with a message to all staff from Anita Pisani which encouraged all staff to make a pledge to show support to the LGBTQIA+ community. Awareness was raised about avoiding assumptions about gender, sexuality or identity and [using this glossary](#) to build confidence and knowledge. Staff were urged to speak up if they witness exclusionary language or behaviour and be open to listening and learning.

Secure our future through innovation

Work continues in Building Trust

We held a Group Briefing in June to update staff on what is happening in the Group and give colleagues an opportunity to ask any questions they may have. 370 staff from across the two trusts attended live and there was a good level of engagement. Recordings of the sessions are also available for staff to watch on demand.

Episode 7 of The Handover is live

The latest episode of our podcast, The Handover, is out. This episode includes Group Chief Information Officer, Sarah Buchan, talking to network members about finding connections, Group Medical Director, Dr Caroline Kavanagh, discussing her role, and a feature about the MSK Community Assessment Days NCH&C ran in partnership with East Coast Community Healthcare (ECCH) in Norfolk and Waveney recently. [Click here to listen](#)

Digital worker speeds up referrals

The new digital worker 'Ada' has been trialled in community paediatrics at CCS and is making referral processes 50% faster and has reduced risk of errors by 90%. Digital Health featured the work in an article - ['Ada' automation system improves paediatric referral processing](#), and NHS Shared Business Services (SBS) has developed a case which is being shared with other NHS trusts.