

<b>Title:</b>	<b>Chief Executive report</b>		
<b>Report to:</b>	<b>Trust Board</b>		
<b>Meeting:</b>	<b>17<sup>th</sup> May 2023</b>	<b>Agenda item:</b>	<b>5</b>
<b>Purpose of the report:</b>	<b>For Noting:</b> <input type="checkbox"/>	<b>For Decision:</b> <input checked="" type="checkbox"/>	<b>For Assurance:</b> <input checked="" type="checkbox"/>

### Executive Summary:

The report details the actions that have been taking place to manage the ongoing pressures in local systems and services, brought about by recent strike action; the Governments' plans to support primary care to recover and support is sought from each of our Integrated care Boards to their joint forward plans.

The section on the Board Assurance Framework (BAF) sets out an accurate and up to date analysis of the major risks being faced across the organisation and the overall risk profile across our service divisions.

Sections 5 and 6 detail two important statements to consider concerning our approach to Slavery and Human Trafficking and also the annual governance self-certification.

### Recommendations:

The Board is asked to:

- (i) **Note the content of the report.**
- (ii) **Consider if the Board assurance framework accurately describes the main risks facing the organisation.**
- (iii) **Approve the Annual Slavery and Human Trafficking Statement for use and publication on our website.**
- (iv) **Review the annual self-certification and authorise the Chair to sign on behalf of the Board after the External Audit Report is issued; unless material concerns are identified by the auditors that would materially affect the Trust's compliance.**

### Appendices:

Appendix A – Board Assurance Framework

Appendix B – Annual Slavery and Human Trafficking Statement

	<b>Name</b>		<b>Title</b>	
<b>Report author:</b>	Matthew Winn Rachel Hawkins Lea Fountain Mercy Kusotera		Chief Executive Director of Corporate Affairs Associate Director of Communications Trust Secretary and Freedom to Speak Up Guardian	
<b>Executive sponsor:</b>	Matthew Winn		Chief Executive	
<b>Assurance level:</b>	<b>Substantial</b> <input type="checkbox"/>	<b>Reasonable</b> <input checked="" type="checkbox"/>	<b>Partial</b> <input type="checkbox"/>	<b>No assurance</b> <input type="checkbox"/>

## How the report supports achievement of the Trust objectives

<b>Trust Objective</b>	
Provide outstanding care	Not explicitly covered in this report
Collaborate with others	Our support for the joint forward plans of Integrated care boards is sought
Be an excellent employer	The support for our staff, detailed in the communication section, shows the huge amount of work being undertaken to support staff in their jobs.
Be a sustainable organisation	Not covered in this report.
<b>Equality and Diversity Objective</b>	
To fully implement the actions identified following our review of the No More Tick Boxes review of potential bias in Recruitment practices	This is not covered in this report
The Trust Board will role model behaviours that support the Trust ambition to be an anti-racist organisation including actively implementing the Trust's and their personal anti racism pledges, to instil a sense of belonging for all our staff	This is not covered in this report
To commence collection of demographic data for people who give feedback.	This is not covered in this report
To work with the data team and clinical services to target the collection of demographic data	This is not covered in this report

### Links to BAF risks / Trust risk register

BAF risks set out as an item in this report.

### Legal and Regulatory requirements:

Self assessment of governance

### Previous Papers (last meeting only):

<b>Title:</b>	<b>Date Presented:</b>
Chief Executive report	22 <sup>nd</sup> March 2023

## 1 OPERATIONAL PRESSURES IN LOCAL SYSTEMS

### Industrial action

- 1.1 The Royal College of Nursing (RCN) took further industrial action between 30<sup>th</sup> April – 1<sup>st</sup> May 2023, to coincide with the May Day Bank Holiday weekend. Originally this strike was due to extend to 2<sup>nd</sup> May but was stood down. In general services managed to mitigate the impact well and good partnership working continued with both our regional and local staff side representatives.
- 1.2 Since last reported teacher strikes have taken place on 27<sup>th</sup> April and 2<sup>nd</sup> May. Impacts were managed well within individual team rosters.
- 1.3 Whilst the staff council voted to accept the pay offer, the RCN has confirmed it will ballot its members on further industrial action as has the British Medical Association (BMA). Accurate at the time of writing, the Trust has not been informed of any further industrial and continue to have regular discussions with our staff side chair and to support our staff and services as required.
- 1.4 BMA have informed the Trust that they will be balloting Consultants between 15<sup>th</sup> May 2023 and 27<sup>th</sup> June 2023.
- 1.5 We also believe that the RCN will be balloting their members from 23 May 2023 to 23 June 2023, although we have not been informed of this officially.

## 2 LOCAL, REGIONAL and NATIONAL ISSUES

### Integrated Care System Joint Forward Plans

- 2.1 NHS England requires every Integrated Care Board (ICB) to produce a 5-year Joint Forward Plan (JFP) which describes how ICBs, and their NHS partners would work together over the next five years to meet the needs of local people. complements the ICB Strategy and NHS 1-year Operating Plan. ICBs having been working with health and system partners as well Health and Wellbeing Boards, patients and the public to develop their JFPs which are due to be signed off by all ICBs by 30<sup>th</sup> June 2023.

### Cambridgeshire and Peterborough, Bedford Luton and Milton Keynes (BLMK) and Norfolk & Waveney ICBS

- 2.2 The Trust working in conjunction with system partners, confirms its support for the ICB Joint Forward Plans. The plans set out how the Integrated Care Board and partners will deliver the duties and core requirements of an ICB. The plans are underpinned by delivery plans for each area that collectively support the strategic priorities and NHS commitments for the health and care system.
- 2.3 The Trust will work together with partners, which includes voluntary, community, social enterprise and local authority colleagues, to deliver this plan.
- 2.4 In Cambridgeshire & Peterborough, the Trust will take specific leadership responsibility over the children, young people collaborative and the leadership and organisational development aspect of the JFP.
- 2.5 In Bedfordshire, Luton and Milton Keynes (BLMK), the Trust works as a key partner in the Bedfordshire Care Alliance within the ICB in the delivery of the JFP.

2.6 In Norfolk & Waveney, the Trust also works in partnership to deliver the JFP in the system and in particular works closely with local authority and health partners in delivering children and young people's services.

### **Primary care recovery plan**

2.7 The Government and NHS England has published a recovery plan for primary care. The plan is centred around:

- ✓ **To tackle the 8am rush and reduce the number of people struggling to contact their practice.**
- ✓ **For patients to know on the day they contact their practice how their request will be managed.**

2.8 The initiatives and funding is broken into four distinct areas:

- a) expand services offered by community pharmacy.
- b) Modernise primary care – digital developments
- c) Expand primary care capacity
- d) Cutting bureaucracy

2.9 Services across the Trust work closely with General Practices and therefore, as this approach rolls out, our teams will work locally to support any ask of us.

## **3 BOARD ASSURANCE FRAMEWORK**

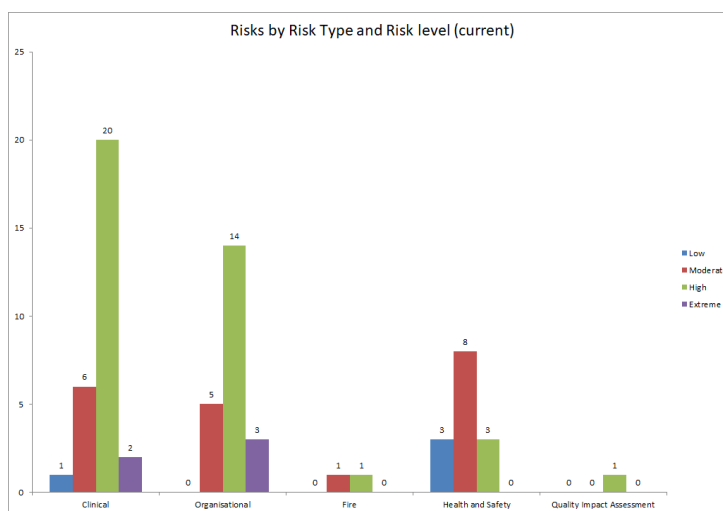
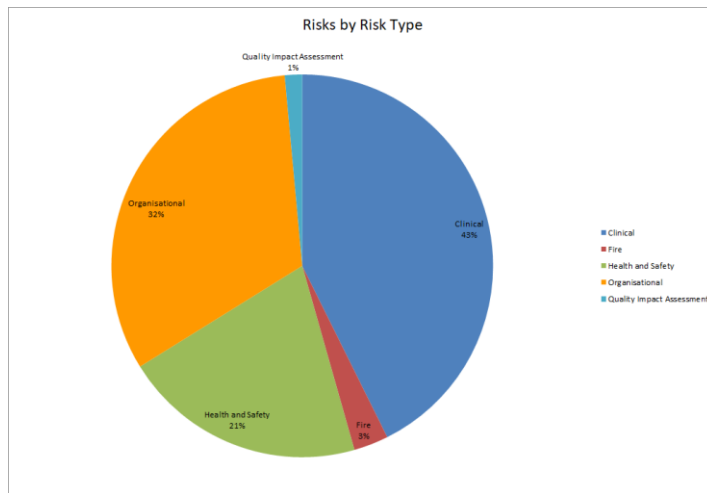
3.1 The Trust's Board Assurance Framework (BAF) incorporates a live register of the principal risks faced by the Trust in meeting its strategic objectives. It provides the Trust with a clear and comprehensive method of:

- ❖ describing the main risks to achieving the organisation's strategic objectives,
- ❖ describing the controls, assurance and oversight of these risks and
- ❖ identifying any gaps in controls and assurance

3.2 On 3<sup>rd</sup> May 2023 there were 11 strategic risks on the Board Assurance as shown in the dashboard in **Appendix A**.

3.3 The Board Assurance Framework and strategic risks were last reviewed by the Audit Committee on 17<sup>th</sup> April 2023 to ensure they were aligned to 2022-23 Trust strategic objectives. The Audit Committee were assured by the Trust risk management approach.

3.4 The following diagrams show the types of all risks on the risk register and the severity of those risks.



- 3.5 All risks are aligned to the Board or sub committees for oversight and are reviewed at least annually in these fora.
- 3.6 All operational risks scoring 12 and above are reviewed and discussed each time a relevant sub- committee meets and anything needing Board discussion is escalated through the Integrated Governance Report (IGR).
- 3.7 Each time the Board meets in public, it receives assurance and detail on the management of operational risks scoring 15 and above, within the integrated governance report.
- 3.8 All new risks are reviewed by senior leaders monthly with high scoring and high impact risks. The monthly meetings also take a thematic review of all risks within a particular division. This has led to greater scrutiny of risks and greater consistency in articulation of risks throughout the Trust.

**The Board as asked to consider if the Board assurance framework accurately describes the main risks facing the organisation.**

#### 4 ANNUAL SLAVERY AND HUMAN TRAFFICKING STATEMENT 2023/24

- 4.1 Section 54 of the Modern Slavery Act 2015 requires organisations to develop and maintain a slavery and human trafficking statement each year. The Trust follows good practice and take steps to prevent slavery and human trafficking.
- 4.2 **Appendix B** is the Trust's Annual Slavery and Human Trafficking Statement for 2023/24 and sets out what steps the organisation is taking to ensure modern slavery is not taking place in the Trust' services or supply chains.

**The Board is asked to approve the Annual Slavery and Human Trafficking Statement for use and publication on our website.**

#### 5 SELF ASSESSMENT OF GOVERNANCE

- 5.1 The Trust Board is required by NHS England complete a self-certification of its governance. **The Board is asked to certify that the Trust complies with Condition G6 (3) and Condition FT4 (8)** as set out below:
- 5.2 Directions from the Secretary of State requires NHS England ensures that NHS Trusts comply with the Conditions G 6 (3) and Condition FT4 (8) as it deems appropriate. NHS Trusts are also required to confirm that they have complied with governance requirements.
- 5.3 The Single Oversight Framework (SOF) bases its oversight on the NHS provider licence. NHS trusts are therefore legally subject to the equivalent of certain provider licence conditions (including Condition G6 and Condition FT4) and are required to self-certify under these conditions (which are set out in the NHS provider licence). The licence includes requirements to comply with the National Health Service Act 2006, the Health and Social Care Act 2008, the Health Act 2009 and the Health and Social Care Act 2012, and to have regard to the NHS Constitution.
- 5.4 The Board is asked to certify compliance with the following conditions which are required by NHS England under the NHS Provider Licence, Health and Social Care Act 2012 and NHS Constitution with regard to:
- Licence Condition G6 (3) - The provider has taken all precautions necessary to comply with Condition G6 (3) of the licence, NHS Acts and NHS Constitution.
  - Licence Condition FT4 (8) - The provider has complied with required governance arrangements.
- 5.5 The Board is also asked to authorise the Chair to sign the self-certification on behalf of the Board.

NHS provider licence condition:	
Licence Condition G6 (3) – Following a review for the purpose of paragraph 2(b) of licence condition G6, the Directors of the Licensee are satisfied that, in the Financial Year most recently ended (2022/23), the Licensee took all such precautions as were necessary in order to comply with the conditions of the licence, any requirements imposed on it under the NHS Acts and have had regard to the NHS Constitution.	<b>Confirmed</b>

Condition FT4 (8) – The provider has complied with governance arrangements as set out in this Condition.	<b>Confirmed</b>
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5.6 Further detail on confirmation statements provided above is captured within the Annual Governance Statement as part of the Trust Annual Report for 2022/23. The Audit Committee will be meeting on 19<sup>th</sup> June 2023 to consider the Annual report.

## 6 COMMUNICATIONS UPDATE

6.1 A broad range of communications activity has been carried out across the Trust since the last Board meeting, supporting both the Trust’s Strategy and business as usual.

6.2 The communications strategy (approved in March) has four themes:

- Improving access through innovation and new ways of working
- Strengthening our profile and celebrating accomplishments
- Working collaboratively to improve outcomes and support change.
- Creating a healthy culture

6.3 To provide a clear view of progress, this report groups activity highlights under those four theme headings.

### Improving access through innovation and new ways of working

- **Digital Platform:** Work on the new digital platform is continuing apace. To support the development of content, a series of workshops were held across our geography to gather views from service users and our colleagues. The findings from those workshops have been collated and shared internally. You can find the full report here - [‘The treasure we found at the bottom of our Deep Dive’](#). We’ve also now launched our test website, which is allowing us to carry out functionality testing and prototyping of content with our digital volunteers and users. The project is on track and work is underway to consider how we ensure adequate support to maintain the platform at a high standard after launch.
- **Cloud Campaign** – Cambridgeshire, Peterborough and Norfolk Waveney have started piloting a state-of-the-art social media platform ‘Cloud Campaign’ which utilises machine learning and AI to increase traffic and engagement. Initial impact has been very positive.
- **Healthy Child Programme** - An [annual digital offer review](#) has been completed for Cambridgeshire and Peterborough’s Healthy Child Programme. It shows a 21% increase in site users. In the last year more than 46,000 people have used the site, three times more than at its launch two years ago.
- **Getting Ready for Change** – The new Getting Ready for Change Digital Questionnaire Portal supports children and young at key stages of their development and helps highlight important milestones for different age ranges. After responding to the questionnaire, young people are directed to the relevant advice pages on the Healthy Child Programme website and a microsite for young people, seamlessly linking information together for the young person. This is in early stages and a promotional campaign with a series of co-produced videos is under development. However, it is showing a very positive start with 4,800 users accessing the portal so far.
- **Assessment resources** – Communications and co-production colleagues have been working together to develop resources to explain initial assessments for younger children.
- **Social media:** Trending themes in Norfolk and Waveney are exam stress, infant feeding advice, behaviour child development and immunisations. Hot posts: exam stress reaching over 5,100 feeds with 24 shares, Speech and Language transformation conversations 7848 reach, 652 engagements, 28 shares and 570 clicks. Cambridgeshire

and Peterborough trending themes: Weaning posts (reaching over 1,800), exam stress – with posts linked to ChatHealth, and infant feeding advice. Hot posts: Emotional Health and Wellbeing content on World Book Day with more than 1,200 views and 35 engagements, Another Emotional Health and Wellbeing post achieved 1.1k views and 80+ engagements, and Getting Ready for Change content with over 1,000 views. A new series of posts on Instagram and Facebook showcasing various professional roles has also been popular. So far the “What is a...” series has introduced a health visitor, a school nurse, a nursery nurse and a vision screener and has had almost 2,000 reach.

### **Strengthening our profile and celebrating accomplishments**

- **HSJ Digital Award shortlisting** - Norfolk Healthy Child programme has been shortlisted for an HSJ award in the ‘Improving Back-Office Efficiencies through Digital’. The submission is for ‘Improving the use of Children’s A&E Attendance Data & associated data flows’ in partnership with Provide CIC.
- **ICON campaign** - A promotional toolkit created for the Cambridgeshire and Peterborough Healthy Child Programme ICON campaign has been praised and adopted by the national ICON team.
- **Awards database** – A new database of health and health professional awards across the year has been developed, to enable conversations with services about awards and recognition.
- **Promotion of current awards** – We’ve maximised opportunities to raise awareness of the importance and impact of community services by continuing to internally promote the NHS Parliamentary Awards, Health Service Journal Awards and Royal College of Nursing Awards, as well as the Queen’s Nurses application process.
- **Administrative Professionals’ Day** - Individuals and teams were celebrated on Administrative Professionals’ Day on 26 April, recognising achievements and supporting staff retention. This was a fantastic opportunity to thank our administrators for their vital contribution in helping us deliver outstanding care across the Trust. We promoted a series of webinars on a variety of topics including career progression and learning opportunities at CCS.
- **International Nurses Day** - We also celebrated Nurses’ Day on 12 May by shining the spotlight on our fabulous nurses and their visions for the future of nursing which we shared via our corporate social media channels and through a special Nurses’ Day newsletter. We also promoted an exciting webinar programme. #GoTeamCCS.
- **Shine a Light** – Colleagues continue to be celebrated every month. Our latest Shine a Light award winner was Charlotte Springall, a health visitor in Great Yarmouth. During her pregnancy and after the birth of her baby, the mother who nominated Charlotte suffered with depression, anxiety and OCD symptoms and nominated Charlotte for the compassionate support she gave her, saying: “Charlotte saw straight through my masking and contacted multiple agencies to try and get me an assessment, diagnosis and treatment. She saved my life just by listening and recognised that acting fine does not mean I am fine.”
- **Valuing our Volunteers award** - The winner of this quarter’s Valuing our Volunteers award was Laura Quayle, one of our Bedfordshire Breastfeeding Buddies. Laura volunteers at Houghton Regis Baby Brasserie, a drop-in group offering social and skilled breastfeeding/chestfeeding support to parents throughout their feeding journey. Laura’s been a volunteer with the Trust for more than three years and even adapted her role during the pandemic to offer telephone support to parents when all groups had to be closed down. Laura was nominated by her volunteer line manager, Zoe Gibson from the Baby Friendly Team, after receiving fantastic feedback from the children’s centre staff she volunteers alongside. One of the pieces of feedback read: “She is so wonderful with everyone, mums, children and babies - she puts everyone at their ease.”



- **iCaSH conference** - Promotional material has been created for the service-wide conference, where it will be launching its service mission and vision and sharing highlights from its service plan, encouraging feedback on staff survey themes and showcasing research study outcomes. Partner agencies have also been invited for parts of the day.
- **DynamicHealth conference** - Promotional material has also been created for the DynamicHealth service-wide conference, where the service will be showcasing its vision and values, recruitment and research assets and encouraging feedback on staff survey themes. Partner agencies have also been invited for parts of the day.

### **Working collaboratively to improve outcomes and support change**

- **Industrial action** - During periods of industrial action, we shared national and system messages that the NHS would prioritise emergency and urgent treatment and that people should continue to come forward as normal if they need care, especially in emergency and life-saving cases.
- **Protecting Babies campaign** – The Norfolk Healthy Child Programme-led Norfolk Safeguarding Children Partnership (NSCP) is launching Protecting Babies is Everyone's Business campaign in collaboration with the Norwich City Football Club. The new partnership aims to prevent non-accidental injuries in newborn babies as well as the Sudden Unexpected Death in Infancy (SUDI), in which an infant is placed in an unsafe sleep environment.
- **Cambridgeshire Peterborough Family Hubs** - Plans to develop a systemwide digital offer for children and families are being progressed. At present families can access information on the council-led 'Family Hubs', the ICB-led 'Healthier Together' and the CCS-led 'Digital Platform' - creating a risk of confusion and duplication. The CCS-chaired children's collaborative board has been identified as the best place to our coordinate efforts.
- **Infant feeding** – The joint #FreeToFeedCP campaign pilot with South Cambs District Council and Healthy Child Programme is being adopted by East Cambs District Council and Peterborough City Council as part of the systemwide infant feeding strategy. The pilot started as a result of internal CCS collaboration.
- **Integrated front door** – A collaborative communications campaign has been developed to support Norfolk and Waveney children and young people's integrated front door. The aim is to support a targeted launch campaign for the wider redevelopment and will be followed by a plan for business as usual communications after launch.
- **North Cambs Hospital** – Communications activity has been supporting work on site and keeping partners up-to-date. This included site updates to prepare for delivery of the community diagnostic unit's mobile scanners.
- **Waiting times** - Supported publication of a co-produced statement with parent carer forums in Bedfordshire and Luton on additional non-recurrent money to support community paediatrics. Infographics on waiting times for the service have also been reviewed and updated for a transparent approach.
- **System campaigns** - The Trust's communications team is engaged with all three systems in developing campaigns to promote messages to make best use of NHS services and resources (i.e., #HelpUsHelpYou #EveryMindMatters #BetterHealth #FeelBrighter #BowelCancer #NutritionAndHydrationWeek #OvarianCancerAwarenessMonth #StressAwarenessMonth and #NoMoreWeek which raises awareness of #DomesticAbuse and #SexualViolence. We also shared messages about the Government's new emergency alerts system.
- **Bank Holidays** – We been sharing system messages about how people can access medical help during the bank holidays i.e. reminders to order repeat prescriptions, visit NHS 111 if in need of urgent medical help for something that isn't an emergency and keeping A&E available for those who really need it, as well as details of local pharmacies and minor injury units. This also linked to sharing NHS Cambridgeshire and

Peterborough's campaign #WellTogetherThisSpring which includes tips on looking after yourself at home for hayfever, bug bites, sprains and more.

- **Vaccines** – We've been reminding the public that Covid-19 is still circulating and it's not too late to get vaccinated. We've promoted local walk-in vaccination clinics and shared how those eligible can top up their immunity by taking up the spring Covid booster offer.
- **Relationship building** – We've been conducting one-to-one conversations with each of the ICS comms leads, as well as attending regional comms meetings. Relationships were also re-established with comms colleagues in BLMK to agree approach to comms around virtual wards.

## Creating healthy culture

- **Industrial action** – We've communicated regularly with our people about the industrial action and in particular Royal College of Nursing (RCN) strike action on 30 April and 1 May. This included sharing our dedicated industrial action intranet page, our Q&As, reminding staff that help is available on our health and wellbeing pages, and that we can all support one other by continuing to treat colleagues with respect and compassion in the coming weeks and months. We emphasised that we respect the right of our people to take strike action and acknowledged that we appreciate it's been a busy and challenging time for all as health and care systems continue to be incredibly stretched. We shared regular messages of thanks to all staff for their ongoing commitment, dedication and resilience, as well as for going the extra mile to support colleagues and minimise the impact on patient care.
- **Ramadan and Eid** – We've marked these important dates by wishing our staff 'Ramadan Mubarak'. We've also shared Ramadan and Eid guidance developed by the National NHS Muslim Network about how we can all support our Muslim colleagues during this time.
- **Celebrating our professionals** – This month we've been celebrating National Administrative Professionals' Day (26 April) and Nurses' Day (12 May) by thanking, celebrating and shining the spotlight on our fabulous staff. The theme for this year's Nurses' Day was 'Our Nurses. Our Future' and we encouraged our nurses to share their vision for the future of nursing and advice for the next generation of nurses. We created a special Nurses' Day newsletter and shared graphics on our social media channels throughout the day, as well as encouraging our nurses and admin colleagues to join a series of webinars.
- **Staff Networks** – We celebrated this Staff Networks Day (10 May) with a video featuring Anita Pisani, Deputy Chief Executive and each of our staff network chairs to spread the word about our three staff networks, how they support staff, what meetings entail and how anyone interested in joining can do so. We also shared a video featuring our Cultural Diversity Network Chair, Austin Chinakidzwa and Network Secretary, Veronica Hilbert about their experiences of setting up the network, what they're most proud of, and the influence they feel the network has had on the Trust's policy/action and culture.
- **Thankful Thursday** – We've continued sharing our #ThankfulThursday social media posts across our services celebrating the many compliments received from service users.
- **Experience of Care Week** – We celebrated this week (24 April - 28 April) by sharing fabulous feedback from the people who use our services via our social media channels. #ExpOfCare
- **Pulse Survey** – We've been promoting the National Quarterly Pulse Survey, which provides an additional and more frequent opportunity to hear from staff, to help understand their experience and support decision making and actions for improvement, with the ambition of making the NHS the best place to work.
- **Green Plan** – We've been promoting our Green Plan and Green Champions via a new intranet page as well as regular messages in Comms Cascade sharing recycling and energy-saving tips and encouraging staff to share their ideas for reducing the Trust's environmental impact and making our services more sustainable.

- **Veteran Aware** – We've been sharing details of our Veteran Aware Champions' meetings and encouraging anyone with an interest in helping the Trust continue our Veteran Aware journey to attend.
- **Leadership visibility** – New photos have been taken and structure charts developed to support leadership visibility.
- **Wellbeing information** – We are regularly sharing details of wellbeing webinars and menopause café dates.
- **Infection control** – We've shared ongoing infection prevention and control (IPaC) messages to help minimise the risk of Covid outbreaks and help our people protect themselves, their colleagues and our patients and service users.