

<b>Title:</b>	<b>Chief Executive report</b>		
<b>Report to:</b>	<b>Trust Board</b>		
<b>Meeting:</b>	<b>23<sup>rd</sup> November 2022</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 the service; prepare for industrial action and implement new services to mitigate against the pressures of winter.

The section on the Board assurance framework 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.

The report also updates on the communications activities and events that have been taking place in the past 2 months.

Section four of the report, details the work across the Trust supporting our staff to speak up, raise their concerns and support them.

**Recommendation:**

The Board is asked to:

- (i) **Note** the content of the report.
- (ii) **Accept and agree** to the Board Assurance Framework as an accurate reflection of the strategic risks facing the organisation.
- (iii) **Note** the details within section 4 concerning staff experience; raising concerns and the Freedom to Speak Up work in the past 6 months.

	Name		Title	
<b>Report author:</b>	Matthew Winn	Rachel Hawkins	Chief Executive	Director of Governance and Service Redesign
	Karen Mason	Mercy Kusotera	Head 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

Trust Objective	
Provide outstanding care	The work on urgent community response enables people to receive urgent care as soon as is practical.
Collaborate with others	Joint work with East of England Ambulance Trust
Be an excellent employer	Working with Union colleague to minimise the impact on our staff and local residents through any industrial action
Be a sustainable organisation	Not covered in this report
Equality and Diversity Objective	
To fully implement the actions identified following our review of the No More Tick Boxes review of potential bias in Recruitment practices	Not covered specifically 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	Not covered specifically in this report.
To commence collection of demographic data for people who give feedback.	Not covered specifically in this report.
To work with the data team and clinical services to target the collection of demographic data	Will be integral to the work of integrated care systems as they are established and mature

#### Links to BAF risks / Trust risk register

BAF risks set out as an item in this report

#### Legal and Regulatory requirements:

Well Led Framework; emergency and incident response.

#### Previous Papers (last meeting only):

Title:	Date Presented:
Chief Executive report	28 <sup>th</sup> September 2022

## 1 OPERATIONAL PRESSURES & WINTER PLANNING

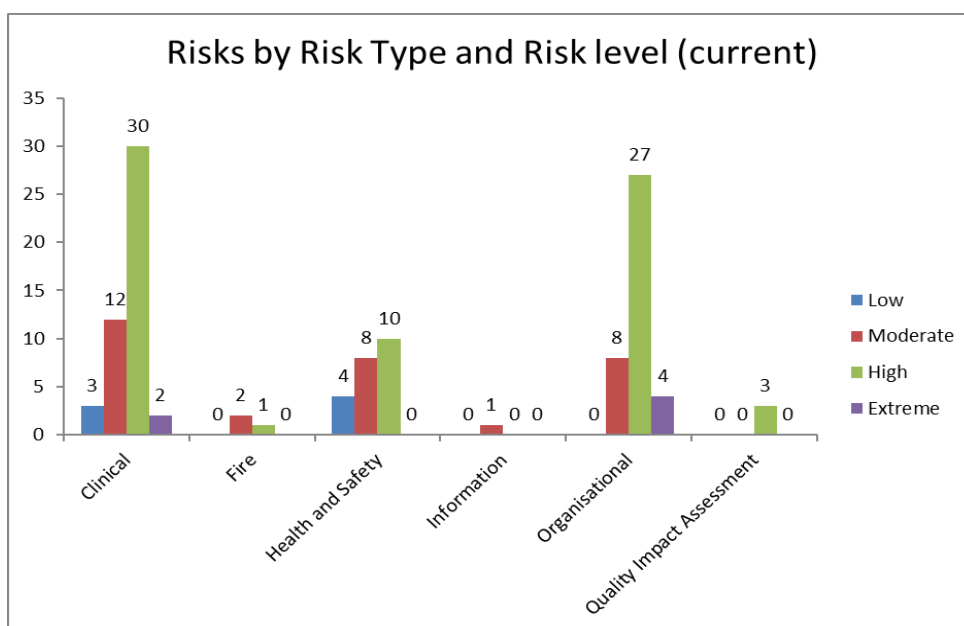
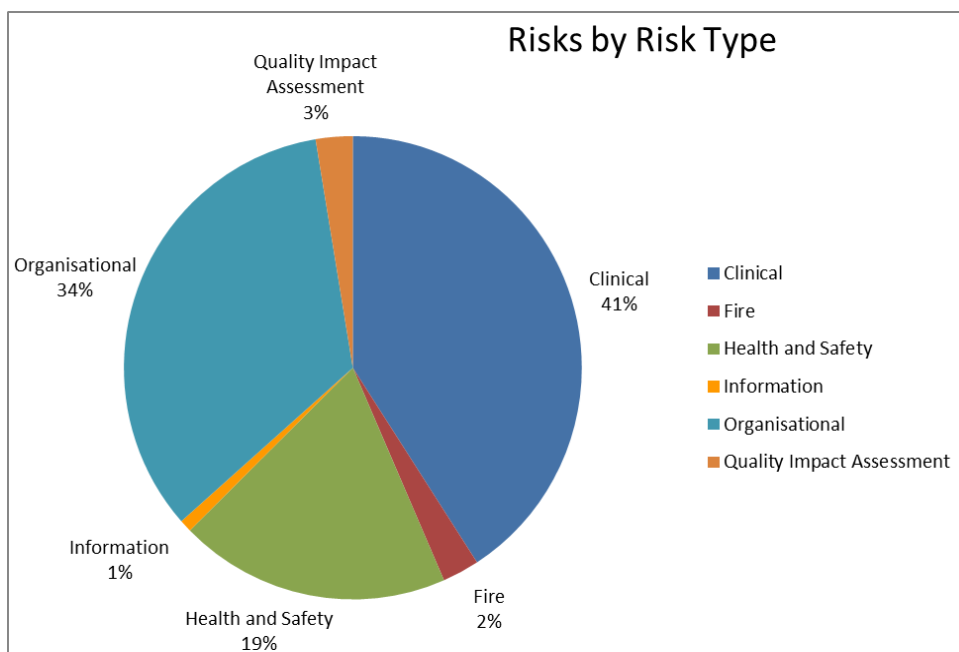
- 1.1 The Trust continues to monitor the impact of COVID-19 as well as pressures on services due to winter and other operational matters through the regular incident management meetings and escalation from operational meetings.
- 1.2 Trust staff continue to undertake lateral flow tests when they have any symptoms of COVID-19 and Personal Protective Equipment (PPE) continues to be available for all staff that need it and any support to partner organisations and families supporting children with complex needs, are given, as they are needed.
- 1.3 The roll out of the autumn booster vaccination programme continues and is due to be completed by 31<sup>st</sup> December when the Large Scale Vaccination (LSV) sites that the Trust operates are planned to close. The Trust is working in partnership with the wider NHS to retain as many of the staff working in the vaccination centres as is possible.
- 1.4 The Trust's winter plan has been developed by individual services and collated into an organisation-wide plan and is detailed in Agenda item 13 for Trust Board approval today.
- 1.5 The Trust's Sexual Health services, in conjunction with public health and health partners, continue to provide testing and 7-day monitoring and support for Monkeypox cases across Norfolk & Waveney, Cambridgeshire & Peterborough, Bedfordshire, Luton and Milton Keynes. This has now become business as usual for the service and the incident management team has been stood down. Lessons learnt from the incident have been captured and are being shared with partners organisation and we will no longer report this incident in this report.
- 1.6 On 9<sup>th</sup> November 2022, the Royal College of Nursing (RCN) announced that nursing staff across the UK, had voted to take strike action over pay levels and patient safety concerns. Within the Trust, 58.61% of RCN members voted in the ballot, with the majority voting 'yes' to strike action, therefore meeting the legal requirements for strike action to proceed. The Trust will be working in partnership with our local and regional RCN representatives on any planned strike action in the Trust.
- 1.7 The initial actions within the Trust are:
  - To ensure patient and staff safety remain paramount throughout any industrial action.
  - Using the excellent relationships with our local Trade Union representatives, we will communicate openly and regularly with them in the coming weeks. These discussions will include agreement about any services that will be exempt from strike action, where not to do so would endanger human life or cause serious bodily injury.
  - We will respond to the outcome of other union ballots as they are made known, which currently includes: Unison (ballot closes on 25 November) and the Chartered Society of Physiotherapists (ballot closes on 12 December)
  - We will share our detailed plans with staff, which will include the introduction of business continuity plans for minimising the impact of strike action on services and maintaining staff and patient safety as they develop and throughout all periods of industrial action.
  - These arrangements will be regularly reviewed and discussed with Unions to reduce the risk of industrial action negatively impacting on patient and staff care.

## 2 LOCAL; REGIONAL and NATIONAL ISSUES

- 2.1 NHS England are consulting on the [NHS provider licence](#). The Trust will be formally responding as the changes should amend some of the historic differences between a NHS Trust a NHS Foundation Trust. Our submission will push for greater alignment and removal of bureaucratic barriers to NHS Trusts that are outdated and do not support the adaptable/integrated approach that healthcare delivery is now focused on.
- 2.2 Local systems have been asked (by NHS England) to [prioritise further developments](#) this winter, focusing on falls; support to care homes and general admission avoidance work with ambulance services. The Trust will be working with health and social care partners in Bedfordshire and Luton to ensure these options are developed and implemented over the coming weeks and months. An example, is that In November, the Luton urgent community response service will be taking patients into their service directly from the ambulance non urgent waiting list (the stack) to ensure a localised response within two hours and support people to remain in their own homes.

## 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 1<sup>st</sup> November 2022 there were 11 strategic risks on the Board Assurance of which 4 risks are scoring 15 and above. Annex A provides BAF dashboard and summaries.
- 3.3 The Board Assurance Framework and strategic risks were last reviewed by the Audit Committee on 10<sup>th</sup> October 2022 and the Executive Team on 15<sup>th</sup> November, to ensure they were aligned to 2022-23 Trust Strategic Objectives.
- 3.4 The context and detail on strategic risks and operational risks scoring 15 and above is provided in the Integrated Governance Report (agenda item 6).
- 3.5 There are a total of 117 risks on the risk register, 35 of which score above 12. The risks classified by risk type and scoring are shown in the diagrams below.
- 3.6 All operational risks scoring 12 and above are reviewed and discussed at sub- committees of the Trust Board and issues with the mitigation, controls and actions are escalated as appropriate to the Board. Sub-committees also undertake a bi-annual review of all risks assigned to the relevant sub-committee ensuring scrutiny of all risks on a regular basis.



- 3.7 All new risks are reviewed by senior leaders monthly at the Wider Executive Team together 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.
- 3.8 The assurance on how risks are identified, managed and impact mitigated is integral to the Trust Board's approach to performance through the Integrated Governance Report.
- 3.9 The risks relating to COVID-19 are reviewed monthly at the Incident Management Team meeting and at the Clinical Operational Boards that took place on 8<sup>th</sup> and 9<sup>th</sup> November 2022.

## 4 FREEDOM TO SPEAK UP (FTSU) SIX MONTHLY UPDATE

### Executive Summary

- 4.1 This report provides a six-monthly update of the Trust's speaking up issues raised through the Freedom to Speak Up Guardian, Freedom to Speak Up Champions and other speaking up channels across the Trust. The report includes all concerns raised during 2022/23 Quarter 1 and Quarter 2 (April – September 2022).
- 4.2 In June 2022, NHS England published an updated Freedom to Speak Up Policy which is applicable to primary, secondary and integrated care systems. The Trust is currently updating its Freedom to Speak Up Policy to align it with the revised national FTSU policy.
- 4.3 The National Guardian's Office (NGO) have introduced refresher training for all existing FTSU Guardians; the Trust FTSU Guardian completed the refresher training in August 2022. The Guardian continues to work collaboratively with the local and regional FTSU Guardians networks.
- 4.4 The three Trust staff networks namely: Cultural Diversity network, Long Term Conditions and Disability network and the LGBTQIA+ networks continue to provide an opportunity for staff to share lived experiences and to raise and discuss any concerns.
- 4.5 The FTSU Guardian and the FTSU Champions listen to and support staff in identifying a range of options on how they would expect the situation to improve. By exploring options, staff are sometimes able to identify a solution to their concerns. Staff are always encouraged to raise their concerns with their line managers or second tier line manager in the first instance unless there are sound reasons for not doing so. This allows for a more positive relationship between staff and managers across services. Currently, the Trust has 19 FTSU Champions, their details are found via the following link: <https://www.cambscommunityservices.nhs.uk/my-ccs/raising-concerns/meet-our-freedom-to-speak-up-champions>.
- 4.6 The FTSU Guardian has direct access to the Chief Executive, the Lead Executive for FTSU (Deputy Chief Executive) and holds regular meetings with the FTSU Executive Lead to talk through FTSU activity including raised concerns, escalation routes, themes, outcomes and sharing of learning.

### Benchmarking: Freedom to Speak Up National Data Summary 2021-22

- 4.7 Due to changes in the questions for the National Staff Survey, the NGO is no longer recording and publishing the FTSU Index. Previously, the Trust was identified as the best performing Trust nationally for three consecutive years. For the National Staff Survey Results for 2021, the Trust was rated 'Top Community Trust' for scoring high on 'We have a Voice that counts.' This indicates that the Trust has a safe culture. We will keep on building on that positive culture.

### Freedom to Speak Up – Speak Up Month – October 2022

4.8 The Trust was invited by the National Guardian’s Office (NGO) to participate in one of the key themes for the NGO speak up month. The Trust filmed why civility and respect is important for a speaking up culture. The article was widely shared on social media both internally and externally and can be accessed via the following link:  
<https://nationalguardian.org.uk/2022/10/14/why-civility-is-so-important/>

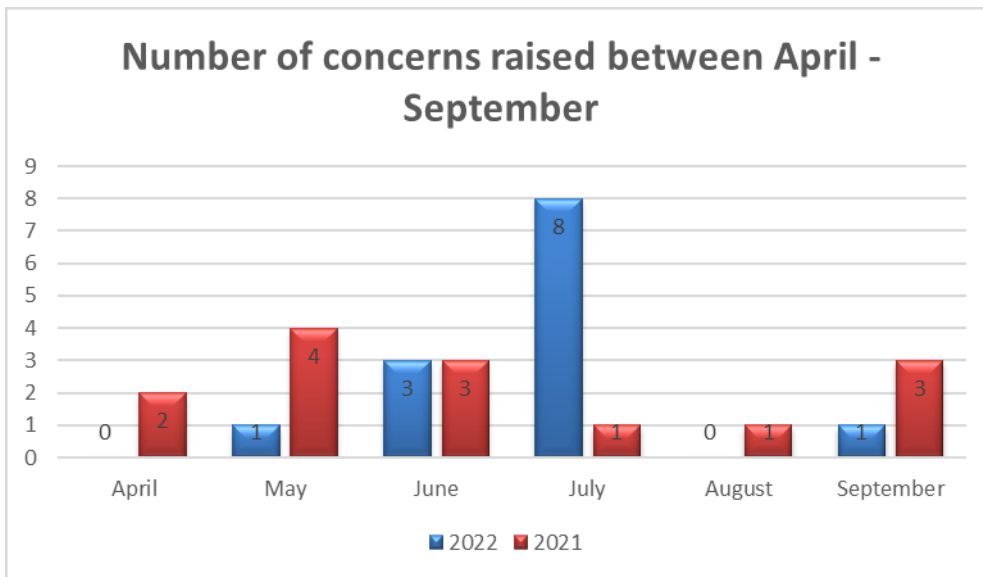
### Summary of FTSU cases reported between 1st April 2022 and 30<sup>th</sup> September 2022

4.9 The table below provides a summary of the number of cases and key themes for the concerns raised from April 2022 to September 2022. 13 concerns were raised during this period, 9 of which were recorded during Quarter 2.

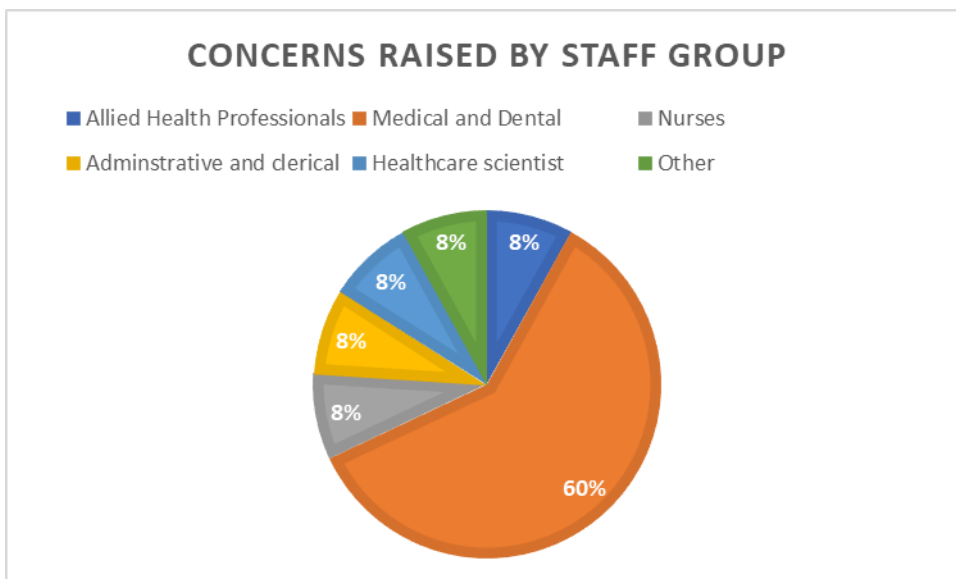
4.10 I would like to remind the Board that when recording data, each individual speaking up is counted as a **separate case** even if they are speaking about the same issue together or separately. Therefore 7 out of 9 cases recorded in July 2022 were raised by a group of staff, the concern could have been counted as **one** but based on recording guidance, the case was recorded as 7, which is the number of staff in that group. Themes for the concern raised by that group were varied and included staffing issues and sickness absence. Recommendations were made and specific actions were taken to resolve the concern.

Quarter 1 (April – June 2022)		Quarter (April – July – September 2022)	Total
<b>Total number of cases</b>	4	9	13
<b>Theme</b>			
<i>Attitude and behaviour</i>	3	1	4
<i>Policies and procedures</i>	1	1	2
<i>Other</i>	0	7	7

4.11 The chart below compares the number of concerns raised during April -September 2022 against the same period last year. The numbers are generally small except in July 2022 explained in 4.10 above.



4.12 Professional groups for raised concerns were varied as demonstrated in the chart below. Medical and dental accounted for the biggest portion (60%) of speaking up cases raised during the reporting period.

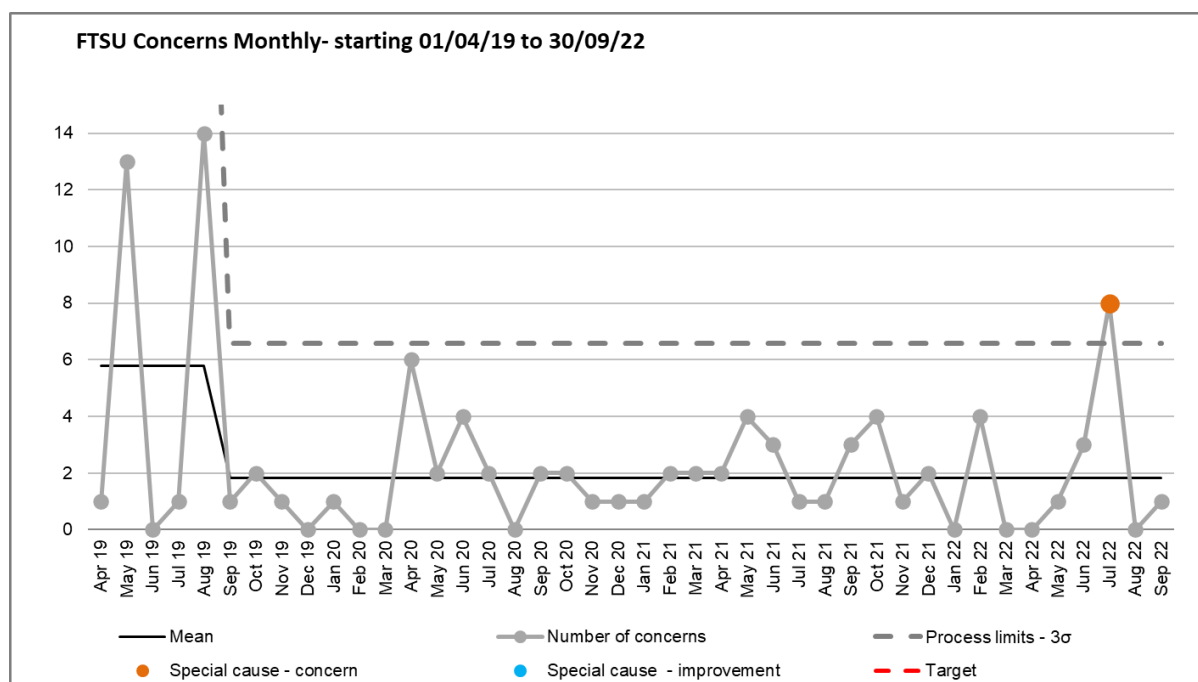


4.13 During Quarters 1 and 2, there were no concerns reported anonymously.

4.14 The Statistical Process Control (SPC) chart below compares the number of concerns raised monthly from April 2019 to September 2022. The numbers in the lower series are quite low apart from August 2019 and July 2022 which had 14 and 8 recorded respectively. The mean, when re-calculated after August 2019 and July 2022 spikes show that the process was very stable, with only one orange points (July 2022) above the process limit.



## FTSU Statistical Process Control Chart: April 2019 -September 2022



### Reporting and learning

- 4.15 All concerns raised during the reporting period were responded to on time and learning captured. Examples of learning outcomes include:
- FTSU Champions role – enhanced visibility of the Champions Trust wide. Service Directors work closely with the FTSU Champions across services.
  - HR processes – revision to some policies and procedures to ensure they support our just and learning culture and also remain fit for purpose.
  - Staff voice – encouraging staff to share their lived experience. Staff networks provide a safe place for staff to share their stories.
  - Team development sessions to strengthen relationships across teams.
- 4.16 Quarter 1 and 2 data (above) have been submitted to the National Guardian’s Office. During the reporting period, no member of staff reported that they had suffered disadvantageous and / or demeaning treatment because of speaking up. The FTSU Guardian checks in with all individuals who raise concerns.
- 4.17 The Trust is committed to continuing to learn and improve its systems and processes for raising concerns. Key messages and awareness are raised regularly to all staff through the intranet, weekly communications cascade, and other internal routes.
- 4.18 Feedback is an important part of the speaking up process. All workers who raised concerns during Quarter 1 and Quarter 2 have been provided with feedback on the outcome of the matters they raised. Similarly, feedback has been sought from workers about their speaking up experience.

## 5. COMMUNICATIONS UPDATE

- 5.1 Since the last Board update, the following are just some of the initiatives which have contributed recently to achieving the priorities set out in the Trust's communication strategy.
- 5.2 Embrace digitisation
- Three-year Digital Platform Project: following multiple engagement workshops with children's services staff, service users and representative and support staff, two design demos have been shared for our template digital platform. Positive feedback and suggestions to further improve design have been received. Next steps include build of the first new digital platform for Cambridgeshire and Peterborough children's services alongside content development. Both incorporate significant work for both the communications team and clinical representatives.
- 5.3 Social media campaigns have included:
- In Norfolk: promotion of Self Care week resources; promotion of online drop in events for parents; tips during Road Safety week; the Lumi Nova therapeutic mobile game we are offering in partnership with BfB Labs to help 7-12 year olds learn to self-manage fears and worries; healthy eating tips; safer sleep; emotional health and well-being resources including 'This May Help' - a new national initiative providing mental health advice to parents and carers who may have concerns about their child's mental health.
  - In Cambridgeshire and Peterborough: support available for children with speech and language challenges; safer sleeping tips; promotion of collaborative Start for Life multi-agency events; emotional health and wellbeing resources inc. during Stress Awareness Day and Bullying Prevention Month; promotion of a wide range of digital resources on our services websites for children, young people and families; creation of resources and promotion of centralised Healthy Child Programme email address.
  - In Bedfordshire and Luton services: promotion of the daily telephone advice line for parents of children with additional needs, the children and young people's single point of access health hub and virtual drop-ins where parents can seek advice from our health visiting and school nursing teams; the ICON all babies cry campaign; the neuro-developmental diagnosis support package; infant feeding support and promotion of the 3-month baby review.
- 5.4 Celebrate our achievements (building our reputation/brand)
- Just One Norfolk was a finalist in the Academic Health Sciences Network//NHS Confederation Innovate Awards in the Outstanding Contribution to Population Health Through Innovation category.
  - We hosted national and regional BBC and ITV at our Grafton Centre large scale vaccination centre.
  - The Bedfordshire, Luton and Milton Keynes ICS (including CCS NHS Trust) Patients Know Best childhood epilepsy project was highly commended in the Health Tech Awards 2022 in the Most Promising Pilot category and was runner up in the Patient Experience Network Awards in the Integration and continuity of Care category. It has also been shortlisted in the Health Service Journal 2022 awards in the 'Using Data to Connect Services' category – winners will be announced on 17 November.

- Our large-scale vaccination centre teams' outstanding work has contributed to the Cambridgeshire & Peterborough Integrated Care System being shortlisted in the Health Service Journal 2022 Awards 'Covid Vaccination Programme' category. Winners will be announced on 17 November.
- Our Cambridgeshire Community Paediatric Service has presented posters as follows:
  - Making Miles Matter – reducing the carbon footprint and improving integrated care in Down Syndrome – Dr R Bower – Royal College of Paediatrics & Child Health (RCPCH) poster
  - Developmental epileptic encephalopathies in special schools – British Paediatric Neurology Association (BPNA) poster.
  - Improving the Management of Spina Bifida – Dr A Sansome – British Association for Community Child Health (BACCH) presentation.

#### 5.5 Work collaboratively to improve outcomes

- Working with parent carer forums to create an infographic for Bedfordshire & Luton families to enhance understanding of the role of school nurses and how to contact i.e. via the Hub.

Examples of collaborative projects include:

- Winter campaigns: the Trust's communication team is engaged with all three systems in developing campaigns to promote messages to make best use of NHS services and resources (#HelpUsHelpYou); Covid 19/Flu vaccination programme for eligible people (#GetBoosted); recruitment campaigns to support staffing levels over winter (#WeAreTheNHS)
- Shared Care Records: systems are developing communication resources to share key messages relating to this project which will enable clinical staff to access patient records from other engaged NHS organisations where this is needed for an individual's clinical care.
- Covid-19 autumn boosters: to promote uptake and protect individuals, families, wider communities and therefore NHS staff/services.
- Cambridgeshire and Peterborough: promotion of opportunity for staff and people living in Cambridgeshire and Peterborough to engage with the ICS Let's Talk initiative (seeking feedback to inform the system health and wellbeing integrated care strategy); leadership of the Best Start in Life digital platform development and creation of resources for locality projects.
- Norfolk and Waveney: recruitment campaign for two new mental health support teams in Great Yarmouth and Broadland; leading delivery of system communication plan for delivery of access and referrals for community child & adolescent mental health services via Just One Norfolk.
- Update circulated to staff across multiple partners on the Princess of Wales redevelopment.

#### 5.6 Create a healthy culture

Recent campaigns have included:

- Films, blogs, screen savers, an intranet and social media to support Black History Month and promote work underway to achieve our aspirations for inclusivity and diversity

- Resources to promote Freedom to Speak Up month including a filmed discussions on 'civility' for the National Guardian's Office
- A wide range of resources to promote Allied Health Professionals Day, including multiple social media messages from staff about why they became an AHP and what they enjoy about their roles
- Promotion of both the 'Flu and Covid-19 autumn boosters staff vaccination programmes
- Resources to promote completion of the annual staff survey
- Celebration events have been arranged for all staff reaching long service milestones this year. Over 90 staff are celebrating over 2400 years of dedicated service
- Production and dissemination of the Live Life Well staff health and wellbeing digital newsletter
- We continue to share #ThankfulThursday social media posts across our services celebrating the many compliments received from service users
- Promotion of vacancies across the Trust via social media
- Our Chief Nurse's 'Thanks a Bunch' Award will be relaunched imminently with new branding, providing another opportunity to thank workforce for their kindness and compassion
- Our most recent Shine a Light award winner was Linda Baulk, 0-19 Healthy Child Programme administrator who was nominated by a service user for the way she had supported the family during a challenging time

## Annex A

BOARD ASSURANCE FRAMEWORK 2022-2023																
BAF Dashboard 2022-23																
Strategic Priority	Risk No	Risk Description	Executive Lead	Lead Committee	Initial	Risk Score 2021/22				Risk Score 2022/23						Target
						Aug/ Sept	Oct/ Nov	Dec/ Jan	Feb/ Mar	Apr/ May	Jun/ Jul	Aug/ Sep	Oct/ Nov	Dec/ Jan	Feb/ Mar	
Collaborate with others	3467	There is a risk that we fail to agree a cross organisational transformational approach for children and young people services which will result in the inability of the Integrated Care Board to support the establishment of the Accountable Business Unit.	CEO	Board	12					6	6	8	8	0	0	2
										N/A	→	↑	→			
	3468	There is a risk that if during 2022-23 the Bedfordshire Care Alliance Committee of the Integrated Care Board does not successfully achieve planned changes then they will be unable to deliver improvements leading to sub-optimal care and outcomes for service users.	CEO	Board	12					8	8	8	8	0	0	2
										N/A	→	→	→			
	3475	There is a risk that the C&P ICS and Trust fails to secure national funding for the redevelopment of Princess of Wales, Ely which would result in the facilities and infrastructure not being upgraded and as a result impact on the quality to patient care to service users.	Director of Governance & Service Redesign	Board / Infrastructure	16					12	12	12	12	0	0	4
										N/A	→	→	→			
Provide outstanding care	3166	There is a risk that patients and service users do not receive outstanding care if services fail to remain compliant with CQC	Chief Nurse	Board	4	8	8	8	8	16	16	16	16	0	0	8
						N/A	→	→	→	↑	→	→	→			
	3227	Risk that the Trust will not be able to fulfil its statutory Safeguarding responsibilities	Chief Nurse	Board / QIS comm	12	16	16	20	16	16	16	16	16	0	0	4
						N/A	→	↑	↓	→	→	→	→			
	3486	There is a risk that the performance, stability and functionality of variability in performance with elements of the ICT Infrastructure service provided by SBS / Sopra Steria during the early adoption and transition phase, impacts our staff's ability to deliver quality services.	Director of Finance & Resources	Board / Infrastructure	12					12	12	12		0	0	8
						N/A	→	→								
	3164	There is a risk that the Trust is unable to maintain high quality care due to the number of services/teams facing workforce challenges.	Director of Workforce / Deputy CEO	Board	12	16	16	20	20	20	20	16	16	0	0	8
						N/A	→	↑	→	→	→	↓	→			
	3502	There is a risk that if industrial action is taken within the Trust that affected areas will be unable to deliver their services, which will lead to patients/service users not receiving the care that they need and potentially negatively impacting staff morale.	Director of Workforce / Deputy CEO	Board/COBS	12							12	12	0	0	8
						N/A	→					N/A	→			
Be an excellent employer	3163	There is a risk that the delivery of high quality care will be adversely affected if levels of staff morale reduce.	Director of Workforce / Deputy CEO	Board	8	16	16	20	20	20	20	16	16	0	0	8
						N/A	→	↑	→	→	→	↓	→			
Be a sustainable organisation	3167	As the NHS is performance managed and discharges accountability at system level, there is a risk that the Trust is treated only through the view of the challenged Cambridgeshire/Peterborough system and therefore access to capital, revenue support and discretionary national transformation monies are not available to the organisation	CEO	Board	12	8	8	8	8	8	8	8	8	0	0	8
						N/A	→	→	→	→	→	→	→			
	3488	There is a risk the Trust will not deliver its planned breakeven financial plan for 2022/23 due to the unprecedented increases in non-pay costs. The increase in fuel and raw material prices due to a number of world wide demand and supply challenges has impacted UK wide prices with a predicted RPI of circa 10% If unmitigated, the increase in costs could result in the Trust not delivering its balanced financial plan for 2022/23, and restrict the ability in the Trust to invest in service improvements and developments the requirement for further efficiencies.	Director of Finance & Resources	Board	12						12	12	12	0	0	8
											N/A	→	→			