

Title:	Chief Executive report		
Report to:	Trust Board		
Meeting:	22nd March 2023	Agenda item:	4
Purpose of the report:	For Noting: <input type="checkbox"/>	For Decision: <input checked="" type="checkbox"/>	For Assurance: <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 report seeks the Boards' approval to join the new collaborative being set up in Norfolk for children and young people. This is an exciting and vital development to bring together health, education and social care organisations into a coherent decision-making structure, that will drive improvements in services and outcomes for local people.

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.

Recommendations:

The Board is asked to:

- (i) **Note the content of the report.**
- (ii) **Agree to the creation of the Children and Young People's System Collaborative (in Norfolk) and for the organisation to play its part as a full member.**
- (iii) **Approve both the Board Terms of Reference and Annual Business Cycle for 2023/24.**
- (iv) **Delegate approval of the Annual Report to the Trust's Chair and Chief Executive in line with the timetable outlined in section 3.3.**
- (v) **Consider if the Board assurance framework accurately describes the main risks facing the organisation.**

Appendices:

Appendix A – CYP Mental Health Collaborative Paper

Appendix B – Board Terms of Reference

Appendix C – Annual Cycle of Business for 2023/24

Appendix D – Board Assurance Framework Dashboard

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

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How the report supports achievement of the Trust objectives

Trust Objective	
Provide outstanding care	Not explicitly covered in this report
Collaborate with others	The development of a children and young peoples collaborative In Norfolk, is in line with our aspirations to collaborate
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.
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	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:

Previous Papers (last meeting only):

Title:	Date Presented:
Chief Executive report	25 th January 2023

1 OPERATIONAL PRESSURES IN LOCAL SYSTEMS

STRIKES

- 1.1 The Chartered Society of Physiotherapy (CSP) took strike action in the Trust on 26th January 2023. 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 The Royal College of Nursing (RCN) was due to take further action on 1st March 2023, however, this was called off as they commenced negotiations with the government. We await to hear the outcome of these negotiations.
- 1.3 Junior Doctors across the NHS took strike action between 13th – 15th March 2023. This has had minimal impact on our services; however, significant pressures were seen across our different systems. Luton Adult services provided additional support to both Bedfordshire Hospitals and the East of England Ambulance Trust to help manage flow and pressures.
- 1.4 The Trust has been informed that the British Medical Association are planning to ballot their members in mid-April 2023.
- 1.5 The Trust has not been informed of any further strike action and we continue to have regular discussions with our staff side chair, and we continue to support our staff and services as required.

2 LOCAL, REGIONAL and NATIONAL ISSUES

NHS Provider Licence; code of governance

- 2.1 NHS England consultation on changes to the NHS provider licence closed on 9th December 2022. The licence sets out conditions that healthcare providers must meet to help ensure that the health sector works for the benefit of patients. The proposed changes will bring the licence up to date, reflecting the new legislation and supporting providers to work effectively as part of integrated care systems (ICSs).
- 2.2 The code will apply from April 2023, giving trusts some time to review and implement any changes to their arrangements. The licence will also apply to NHS trusts, which have to date been exempt from holding a licence.

Norfolk children & young people's system collaborative

- 2.3 Attached in **Appendix A** is the joint paper to the Boards of Norfolk and Waveney Integrated care Board, Norfolk and Suffolk NHS Foundation Trust and our organisation seeking approval to set up a Children and Young People's System Collaborative.
- 2.4 The paper is seeking to secure a mandate from each of the key partners to create streamlined governance arrangements which empower the appropriate leaders to drive forward the new collaborative at pace. This would likely include integrated and co-located teams, new ways of working together, shared leadership and the sharing of caseloads.
- 2.5 As the paper details "Our intention is to look creatively and holistically at all the resources across the key partners and to re-design the support model to achieve the best outcomes. The ambition includes making structural, operational, and cultural changes required to deliver community based multi-disciplinary team working across organisations, to ensure collective support to meet the physical, emotional and mental health and care needs of the child or young

person and their family. This is a clear step beyond ‘partnership collaboration’ to a fully integrated approach.”

- 2.6 The approach and paper has already received the full support of Norfolk County Council.

The Trust Board are asked to agree to the creation of the Children and Young People’s System Collaborative and for the organisation to play its part as a full member.

3 GOVERNANCE

- 3.1 The Trust Board Terms of Reference (**Appendix B**) have been revised to ensure they remain fit for purpose. There were only minor revisions made.

- 3.2 The Annual Board Business Cycle for 2023/24 has been drafted to reflect board business for the coming financial year and is included at **Appendix C**.

The Board is asked to approve both the Board Terms of Reference and Annual Business Cycle for 2023/24.

- 3.3 The Annual Report (2022/23), creation has started and will follow the stages set out below:

Production stage	Date
Initial draft to Board for comments	Monday 3rd April
Comments back from Board members	Friday 14 th April
Final version to Chair/CEO for comments/delegated approval	Thursday 20th April
Submit to Auditors	Monday 1 st May
Extraordinary Audit Committee	June (exact date TBC)

The Board is asked to delegate approval of the Annual Report to the Trust’s Chair and Chief Executive in line with the timetable outlined above.

4 BOARD ASSURANCE FRAMEWORK

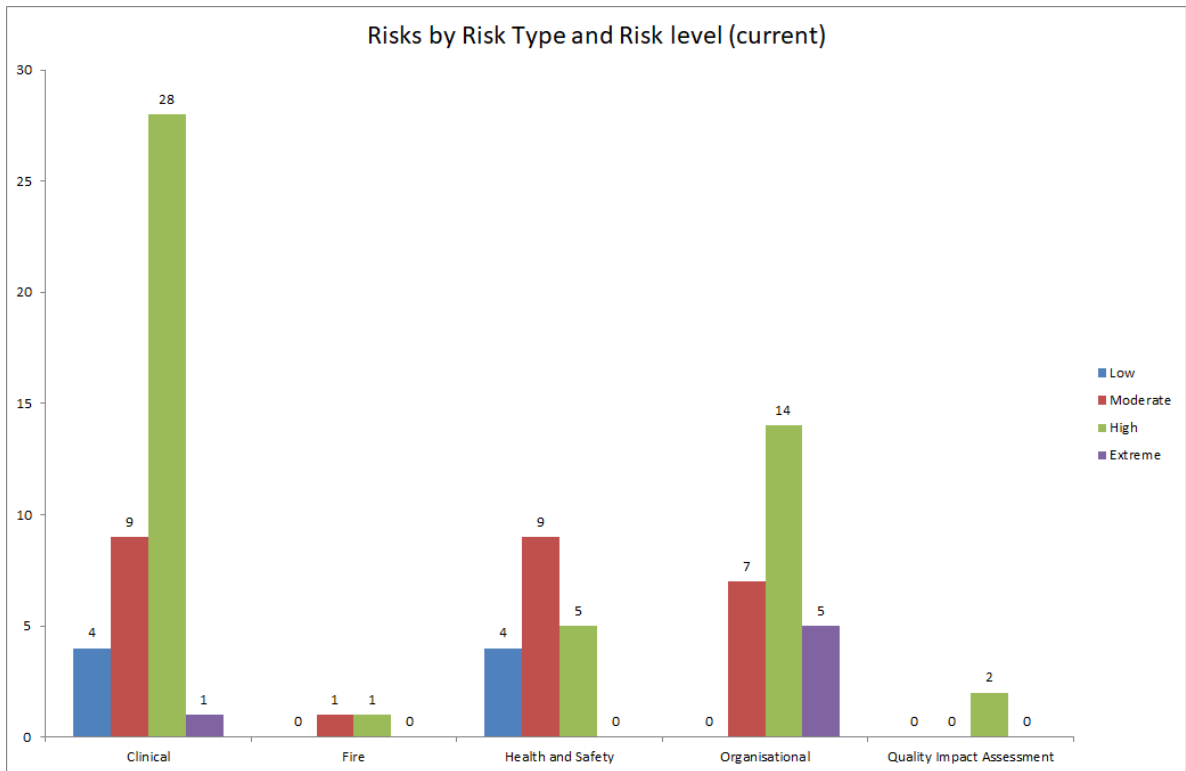
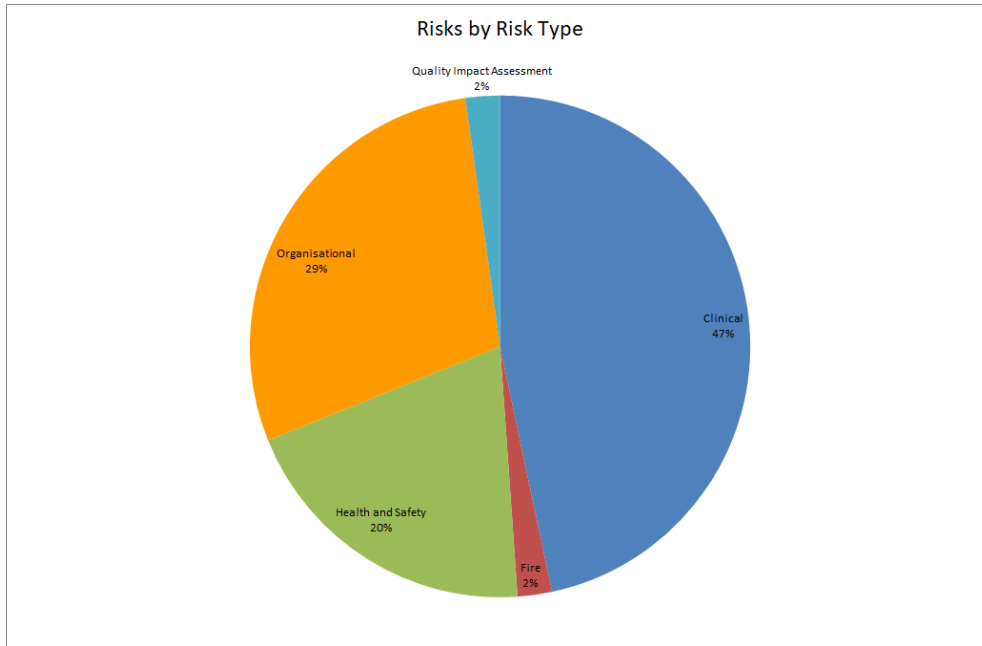
- 4.1 The Trust’s Board Assurance Framework (BAF) incorporates a live register of the principal risks faced by the Trust in meeting its strategic objectives. It provides the Trust with a clear and comprehensive method of:

- ❖ 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

- 4.2 On 3rd March 2023 there were eleven strategic risks on the Board Assurance as shown in the dashboard in **Appendix D**.

- 4.3 The Board Assurance Framework and strategic risks were last reviewed by the Audit Committee on 16th January 2023 to ensure they were aligned to 2022-23 Trust strategic objectives. The Audit Committee were assured by the Trust risk management approach. The full BAF was presented to the Public Board on 22nd January 2023.

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



- 4.5 All risks are aligned to the Board or sub committees for oversight and reviewed at least annually.
- 4.6 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).
- 4.7 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.

- 4.8 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.
- 4.9 New risks facing the organisation for financial year 2023/24 will be added to the risk register this month and the Board will receive a refreshed BAF in the first public Board meeting of the financial year in May.

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

5 COMMUNICATIONS UPDATE

- 5.1 The following are just some of the initiatives which have contributed recently to achieving the priorities set out in the Trust's strategy.
- 5.2 Embrace digitalisation:
- Digital Platform: 16 digital content workshops completed with representation from all children and young people's services across Bedfordshire, Luton, Cambridgeshire and Peterborough. Themes of service access were validated by clinicians, business support and service users in the sessions. Digital volunteers have been appointed ready to critique content and user experience on a test site, and content drafting is well underway.
 - The final preparations are underway to launch online access to contraception. The pilot will start in Suffolk for the progesterone only pill and is hoped to quickly expand across our iCaSH footprint to add more contraceptive methods. This will provide an online alternative to clinic-based services.
- 5.3 Social media campaigns have included:
- In Bedfordshire and Luton: promotion of our diagnosis support pack and sensory resources to support Neurodiversity Celebration Week, our local parent carer forums, CCS recruitment posts, paediatric waiting times, ICON "all babies cry" campaign and breastfeeding cafes.
 - Our dental team continue to celebrate early years settings who have achieved our MySmile award and CCS recruitment posts.
 - In Norfolk and Waveney: Warm and Well campaign, trending JON issues promoted anxiety, school attendance and responsive feeding. #Parentline promotion with 5.6K views with 410+ engagements. Mental Health Week promoted in partnership with ICS with FLOURISH branding, Talk and Play BAU campaign refresh.
 - In Cambridgeshire and Peterborough: Mental Health Week promoting 'Let's Connect' sessions in school with Mental Health Support Team. Continued long post promotion from Emotional Health and Wellbeing Team top two posts: World Book Day and low mood with more than 96 engagements. ICON "all babies cry" campaign reworked assets for whole system, Start for Life promotion and weaning content has accumulated more than 2,300 hashtag impressions.
- 5.4 Celebrate our achievements (building our reputation/brand)

- In Cambridgeshire and Peterborough: Mental Health Week promoting 'Let's Connect' sessions in school with Mental Health Support Team. Continued long post promotion from Emotional Health and Wellbeing Team top two posts: World Book Day and low mood with more than 96 engagements. ICON "all babies cry" campaign reworked assets for whole system, Start for Life promotion and weaning content has accumulated more than 2,300 hashtag impressions.
- Just One Norfolk has been featured as a high-profile case study in the national 'Best Start for Life progress report on delivering the Vision', as an example of best practice as a single site that offers seamless online support for families in Norfolk and Waveney.

5.5 Work collaboratively to improve outcomes

Examples of collaborative projects include:

- Met with health service leaders from East London NHS Foundation Trust (ELFT) to explore further opportunities to connect and discuss shared priorities. Adult and children's community and mental health services from Bedfordshire and Luton were represented.
- Winter 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 #CervicalCancerPreventionWeek #HeartMonth #HIVTestingWeek #ChildrensMentalHealthWeek #FeelBrighter and Cambs and P'boro's #WellTogetherThisWinter and Norfolk's #WarmAndWell, including the Covid 19/flu vaccination programme for eligible people (#GetBoosted), and 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.
- Reminding the public that Covid-19 and flu are still circulating and it's not too late for people to get their vaccines to boost their protection this winter.
- Sharing cold weather messages and tips to stay well, particularly advice around common winter illnesses such as Group A Strep, Flu, RSV and Norovirus.
- Cambridgeshire and Peterborough: Supported the development of content for the Family Hubs and Start for Life V1.0 offering, and connections made with 'Healthier Together' ICS digital project. Start for Life 'Honey Hill' speech, language and communication pilot reworked and developed to be adopted through Peterborough as six initial 'recipe cards' with a comprehensive social media tool kit. Getting Ready for Change transition project co-producing videos created by young people to support peer promotion of health questionnaire completion.
- Norfolk and Waveney: Continued partnership working 'Growing Just One' integrated front door with internal collaborative communications with numerous partners to maintain stability to support the wider redevelopment. Collaborative and co-produced video content focussed on raising awareness of co-sleeping with the Norfolk Safeguarding Partnership. Joint Working with ICS to produce more than 285 Just One Norfolk 'QR Books' to be placed through high traffic areas in hospitals.

5.6 Create a healthy culture

Recent campaigns included:

- Celebrating LGBT+ History Month via a series of four weekly all-staff newsletters. This year's theme was #BehindTheLens which celebrated LGBT+ people's contributions to

cinema and film. We encouraged staff to join in the conversations and reminded everybody that our LGBTQIA+ Pride Network is here to support, signpost, and offer education on LGBTQIA+ topics. The newsletters received positive feedback and it was encouraging to hear from network members that they had inspired more people who work with us to pledge their solidarity with our LGBTQIA+ community by requesting a Pride Network lanyard.

- Celebrating #NationalApprenticeship Week by sharing a couple of podcasts with James Marsh, Pathway Administrator with DynamicHealth and Melanie Ramsbotham, Assistant Practitioner with Norfolk Healthy Child Programme South Team who explained their apprenticeship journeys. In addition, we also shared a podcast with Julie Nicholson, Future Talent Advisor, discussing the plethora of apprenticeship opportunities at CCS and how staff could find out more.
- Celebrating International Women's Day (IWD). This year's theme was #EmbraceEquity, with a focus on working towards a gender-equal world and ending gender-related bias, stereotypes and discrimination. We reminded all staff that we're committed to creating a workplace that is diverse, equitable and inclusive, and outlined some of our gender equality actions.
- 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, including our new Non-Executive Director vacancy.
- Our most recent Shine a Light award winners were Helen Ruddy and Ingrid Wilson. Helen Ruddy, Business Support Officer, Quality Team, Support Services, was nominated by members of her team for being a supportive line manager, even during the pandemic when face-to-face contact was limited. Helen was recognised as having amazing attention to detail and for her persistence in achieving a high-quality job. Ingrid Wilson, Health Visitor, Cambs CYP, was nominated by a patient/service user for being kind, patient and reassuring when she felt very vulnerable and at her lowest following the birth of her baby. She stated: "I am so grateful for her encouragement and positivity."
- Regular communication with staff about industrial action. This involved messages to our DynamicHealth and children's physiotherapy teams in response to the first day of strike action by members of the Chartered Society of Physiotherapy (CSP) on 26th January. Communications were also sent to all staff regarding the teachers' strikes and 48-hour strike action proposed by Royal College of Nursing (RCN) members on 1st-3rd March. This included sharing our dedicated industrial action intranet page (including our Q&As), reminding staff that support is available on our health and wellbeing pages, and that we can all support each other by continuing to treat colleagues with respect and compassion in the coming weeks and months.
- Promoting the National Quarterly Pulse Survey, which provides an additional and more frequent opportunity to hear from the people who work at CCS, 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.