

Title:	Chief Executive Officer's Report
Report to the:	Trust Board
Meeting date:	22 May 2024
Agenda item:	7
Report author:	Sarah Feal, Trust Secretary and Freedom to Speak-up Guardian Lea Fountain, Associate Director of Communications
Executive sponsor:	Matthew Winn, Chief Executive Officer

Assurance level:	Not applicable
Rationale:	Not applicable
Assurance action:	Not applicable

Executive Summary

This report provides information on national, regional, and local issues impacting on the organisation. NHS England has published a report that calls for an improvement in the use of data in community health services (section 1.0); detail on Board competency frameworks (session 3.0). Other publications that are of interest to the Board are the Well led framework from the Care Quality commission (section 5) and the NHS Providers guide for Board members on health inequalities (section 6).

There are recommendations to the Board on minor alterations to the corporate governance in the Trust and annual statements to support on modern slavery and human trafficking, and an update on the communications strategy (section 8.0).

Recommendation

Trust Board members are asked to:

- **Approve** the revisions to the non-executive director champion roles.
- **Approve** the slavery and human trafficking statement for 2024-25.
- **Note** NHS England has removed the governance self-certification reporting requirements from the final modified NHS Provider licence.
- **Note and discuss** other elements within the report.

How the report supports achievement of the Strategic Objectives:

Provide outstanding care:	Section 8.2 set out a range of examples of our staff providing outstanding care to residents.
Be collaborative:	Section 8.4 details some of the joint work and campaigns we are involved in with system partners.
Be an excellent employer:	Section 8.3 celebrates our staff accomplishments and shines a light on our staff members and our NHS Staff Survey results.
Be sustainable:	Not explicitly covered in this report.

How the report supports tackling Health Inequalities

Not explicitly covered in this report.

Links to Board Assurance Framework / Trust Risk Register

There are none identified.

Legal and Regulatory requirements

- NHS England - Enhancing board oversight - A new approach to non-executive director champion roles.
- Modern Slavery Act 2015.

Previous report

20 March 2024, Chief Executive Officer's Report.

National issues:

1.0 NHS Community Health Services Data Plan 2024/25 to 2026/27

NHS England have published an important [Plan](#) which sets out how the NHS aims to improve the quality, relevance and timeliness of data to improve patient care and patient experience in community health services. The Plan recognises Community Health Services are key to the NHS's mission to deliver high-quality, safe and co-ordinated care, closer to home for patients, who are at the heart of everything the NHS does.

To overcome the challenges and deliver this vision, NHS England is focused on the following solutions over the next three years:

- Modernise Community Health Services data architecture.
- Define core data requirements.
- Standardise definitions of community health services.
- Targeted data quality improvement.
- Support the development of provider data capabilities.

This is a list of all the [actions](#) NHS England is committed to delivering in this plan.

2.0 Independent Inquiry into the issues raised by the case of David Fuller

The Independent Inquiry into the issues raised by the David Fuller case has begun, which was established to investigate how he was able to carry out inappropriate and unlawful actions in the mortuaries at Maidstone and Tunbridge Wells NHS Trust and why they went apparently unnoticed. The Terms of Reference explain the purpose and scope of the inquiry and are available from this [link](#).

The Trust has confirmed to the Inquiry that it does not operate a mortuary service.

3.0 NHS leadership competency framework for board members

This [framework](#) is for chairs, chief executives and all board members (exec and non-exec) in NHS systems and providers, as well as serving as a guide for aspiring leaders of the future. It is designed to:

- Support the appointment of diverse, skilled and proficient leaders.
- Support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities and our workforce.
- Help organisations to develop and appraise all board members.
- Support individual board members to self-assess against the six competency domains and identify development needs.

The approach will be rolled out for Board members as part of one to discussions and appraisal processes.

4.0 Department of Health and Social Care consultation on the NHS Constitution: 10-year review

The NHS Constitution brings together the principles, values, rights and responsibilities that underpin the NHS. The Health Act 2009 requires that every 10 years the Secretary of State must carry out a review of the NHS Constitution. The [proposals set out in this consultation document](#) build on earlier amendments to the NHS Constitution.

The Trust will contribute to the response by NHS Providers (our membership organisation).

5.0 Care Quality Commission (CQC) updates

5.1 CQC has published [well-led guidance for trusts](#), developed jointly with NHS England, to provide a consistent understanding of what it means to be a well-led trust and reflect shared expectations across regulators. The guidance is part of CQC's broader new Single Assessment Framework, which applies to all regulated providers across the health and care sector. This will be the basis for CQC's well-led assessments of NHS trusts and foundation trusts. CQC's well-led assessment will continue to be a key consideration as part of the NHS oversight framework, and the content of the well-led guidance for trusts is closely aligned to NHS England's leadership competency framework for board members to ensure a consistent approach to the development of trusts and their leaders.

5.2 To streamline new reporting requirements, and following a statutory consultation process in 2022, the Trust Board is asked to **note** that NHS England has removed the governance self-certification reporting requirements from the final modified **NHS Provider licence**, which came into effect 1 April 2023. The standard conditions of the licence are available [here](#).

5.3 The Care Quality Commission Statement of Purpose has been updated to reflect the transfer of Integrated Contraception and Sexual Health (iCaSH) Suffolk to a new provider effective from 1 May 2024.

6.0 Reducing health inequalities: a guide for trust board members

NHS Providers have published [a practical guide to support NHS Trust board members](#) to address health inequalities as part of their core business. It outlines why Trusts should act on health inequalities, includes a vision for what good looks like, a self-assessment tool for trusts to use to determine where they are in their journey and a list of suggested objectives for board members. It covers a wide range of trust work, from operational and clinical delivery of services to the trust's role as an anchor institution and as an employer of NHS staff.

The suggested objectives are drawn from NHS England policy, guidance, and good practice from the sector.

Local / system issues:

7.0 Internal Governance

7.1 The Chair of the Trust Board is recommending a new approach to ensure board oversight of important issues by discharging the activities and responsibilities previously held by some non-executive director champion roles, through committee structures, except where roles should be retained by named individuals*, for example, Freedom to Speak-up. The Trust Board is asked to **approve** the following new structure of responsibility and note the governance documentation will be updated accordingly.

Champion roles	Committee / Non-Executive Director Lead
Security Management	Infrastructure Committee Chair
Safeguarding Adults and Children	Quality Improvement and Safety Committee Chair
Infection, Prevention and Control	Quality Improvement and Safety Committee Chair
Counter Fraud and Bribery	Audit Committee Chair
Freedom to Speak-up*	Catherine Dugmore
Senior Independent Director	Catherine Dugmore
Baby Friendly*	Anna Gill (Guardian)
Risk: Strategic / System-wide	Audit Committee Chair
Risk: Operational	Audit Committee Chair
Health & Safety	Infrastructure Committee Chair
Emergency Planning	Quality Improvement and Safety Committee Chair
Patient Experience	Quality Improvement and Safety Committee Chair
People Participation	People Participation and Equality Committee Chair
Patient Safety	Quality Improvement and Safety Committee Chair
Clinical Audit	Quality Improvement and Safety Committee Chair
Internal Audit	Audit Committee Chair
Energy and Sustainability Champion	Infrastructure Committee Chair
External Audit	Audit Committee Chair
Equality, Diversity, and Inclusion Lead	People Participation and Equalities Committee Chair
Fire	Infrastructure Committee Chair
Infrastructure & Property	Infrastructure Committee Chair
Digital	Infrastructure Committee Chair
Health and Wellbeing Guardian*	Dr Richard Iles

7.2 **Slavery and human trafficking statement** – Section 54 of the Modern Slavery Act 2015 requires the Trust to prepare a slavery and human trafficking statement for each financial year of the organisation.

Appendix A sets out the statement for 2024-25, which the Trust Board is asked to **approve**.

8.0 Communications Update

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

8.2 Improving access through innovation and new ways of working

- **Digital Platform Project** – Since its soft launch, developments have continued on Cambridgeshire Peterborough Children's Health – the first of our new digital platforms. This has included adding new information and resources for children, young people and families, such as Solihull parenting courses, parent infant mental health support, 'little library of big feelings' pages, an occupational therapy training offer and community paediatrics waiting well resources. Between March and April there were 77,000 page views and 50,000 visitors, which is a 125% increase compared to the same time last year. Work on the next digital platform for launch - the Bedfordshire and Luton Children's site - is progress well.
- **Protecting babies** – This month we launched a new video in partnership with Norwich City Football Club to promote messaging around protecting babies. The video includes safe sleep information, reassurance on how normal it is for babies to cry, highlights the importance of getting support and directs people to the Just One Norfolk website to for more information and resources. To help reach dads, the piece is shot entirely with Norwich City players who share their own joys and challenges of having a baby - <https://vimeo.com/944365976/62c0eae1d5> This video will be promoted in social media and shared with the media, to support the wider campaign #ProtectingBabiesIsEveryonesBusiness
- **Branded design templates** – New brand guidelines and a style guide have been created. In addition to refreshing existing materials, branded templates are also being created for colleagues for products like posters, flyers and newsletters. Initial tests using the online design tool Canva have been positive with participants including Co-production, Research, the SEND team in Norfolk CYP, iCaSH, and Recruitment and Retention.

8.3 Strengthening our profile and celebrating accomplishments:

- **Shine a light** –Our latest shine a light award winners were the mental health support team (MHST) - Norwich First - and Katy Stockley and Bennie Award. Despite facing significant challenges, the mental health support team has continued to go over and above to provide high-quality, person-centred care to the children, young people, and families they support as well as raise awareness of, and break stigma around, mental health. Katy Stockley and Bennie Award from the rapid response team arrived at a patient's home to find very complex family dynamics with multiple disclosures of abuse. By demonstrating excellent professional curiosity and a 'think family' approach, the pair enabled concerns to be escalated and the patient and another family member to be safeguarded using a multi-agency approach.

- **Valuing our volunteers award** – Our volunteers make such a difference to the people who use our services, our communities and our staff, and the winner of this quarter’s volunteers’ award was Vicky Weaver. Keen to support other parents through her own shared experiences as a parent of four young children and a parent carer for young people with additional needs, Vicky has been a volunteer community ambassador for the online peer support community Ask Norfolk Parents for six years.
- **National preceptorship interim quality mark** – The Trust was awarded the prestigious national preceptorship interim quality mark in recognition of our exceptional support for newly-qualified practitioners, aligned with the standards of NHS England’s national preceptorship programme.
- **HSJ digital award** – The Trust was shortlisted for the digital equality, diversity and inclusion award at the HSJ digital awards for our project demographic data capture template SystemOne which will help us gain valuable insight into health inequalities.
- **HSJ news** – An article by Matthew Winn’s on how national bodies must improve their ‘unintelligent’ use of staff survey data was published by the HSJ.

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

- **Nursing Midwifery Council visit** – Three of our teams took centre stage to host a visit from the NMC in April. We welcomed four visitors to the Peacock Centre in Cambridge, who complimented the passion and positivity of our teams. During the visit we shared presentations about children’s community specialist nursing, the Healthy Child Programme and iCaSH sexual health services.
- **Princess of Wales Hospital** – The Trust has been working collaboratively with Cambridge University Hospitals (CUH) and the Cambridgeshire and Peterborough Integrated Care Board (ICB) to prepare for the public opening of the Community Diagnostic Centre in June.
- **SEND Health Focus Week** - We continue to work in partnership with our colleagues at East London NHS Foundation Trust and the three local parent carer forums to promote and deliver this programme. It features a series of interesting and engaging workshops and webinars by health professionals and Experts by Experience for parents/carers and professionals in Bedfordshire and Luton who care for or work with young people with Special Educational Needs or Disabilities.

8.5 **Creating a healthy culture**

- **Monthly staff Q&A sessions** – In April we reintroduced monthly Q&A sessions with the executive team, which are an opportunity to share recent successes, news and developments as well as address any current challenges and/or concerns. Sessions are recorded and the links shared for those who can’t attend.
- **Network updates** - We launched our new quarterly staff newsletter Network Voices to coincide with Staff Networks Day on 8 May, which features profiles on each of our staff network advocates along with a video of their stories. In addition, members of our wider executive team have also now all made pledges to champion anti-racism in all that we do, and we’ve promoted Military March, a

month dedicated to celebrating the contributions of the armed forces community to the NHS.

- **Celebrating our colleagues** – In April we celebrated and thanked our administrators for Administrative Professionals’ Day with an exciting timetable of bitesize online sessions and a special video featuring many messages of thanks for our admin colleagues across the Trust. We also celebrated the contributions of our international staff on Overseas NHS Workers Day and thanked them for everything they do to support the NHS and provide outstanding care to the people who use our services.
- Kate Howard and Liz Webb have recorded a special message to nursing colleagues on **Nurses’ Day** (12 May) thanking all our nurses, along with a video featuring a day in the life of some of our nurses across the Trust.
- **Service visits** – In March, Richard Iles (Non-Executive Director), Bruce Luter (Assistant Director of Business Development and Strategy) and Liz Webb (Deputy Chief Nurse) visited Just One Number (JON) in Norfolk. In April, Anita Pisani visited the 0-19 health visiting team in Beds and in May, Lucy Dennis, Head of Strategic Workforce Planning visited the baby friendly team in Bedfordshire.
 - Bruce said: “It was really useful to have the opportunity to talk about and understand the different service offers and how they interrelate. I was hugely impressed at how our initial ideas have been developed in the years since we bid for these services in 2015. The children and young people, families and education establishments of Norfolk and Waveney are well served by these services, both when they contact us and when they choose to use the self-help resources.”
 - Richard said: “I had heard a lot about JON, but only a guided visit and one-to-one discussion really outlines the hard work it has taken to create a truly high-quality product, and the professionalism and enthusiasm that you and the team show when delivering the service to the children, young people, families and wider community.”
 - Anita said: “I was very impressed with how you related to the two families and their new babies, as their family situations and environments were very different. I saw you being very compassionate, empathetic, and professionally curious, whilst also making sure you asked all the questions that you needed to cover to make sure both mum and baby were safe and well. The families of Biggleswade and Sandy are very lucky to have you supporting them.”
 - Lucy said: “During the antenatal class, Anna led the class and skilfully adapted her messages to the mums and partners in the room demonstrating kindness and compassion. During the breastfeeding brassiere I was impressed at the interagency working with Katie and her team at the family hub which offer a range of support for mums, babies and their families as well as their connections to the hospital teams, your team and no doubt endless others to offer a seamless package of care for mums and their families. Speaking to mums in the room it’s evident that both the support and guidance and time to connect with others has such a positive impact on mum, baby and families’ experiences.”

Appendix A - Slavery and human trafficking statement

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

Our Staff

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

Internal Policies

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

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

Procurement and our supply chain

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

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

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

Patients and Service Users

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

Review of effectiveness

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

In 2024-25, our anti-slavery programme will also work to:

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

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

The Trust Board approved this statement at its meeting on 22 May 2024.

Matthew Winn
Chief Executive