

# Annual Report

## Summary

1 April 2023 - 31 March 2024

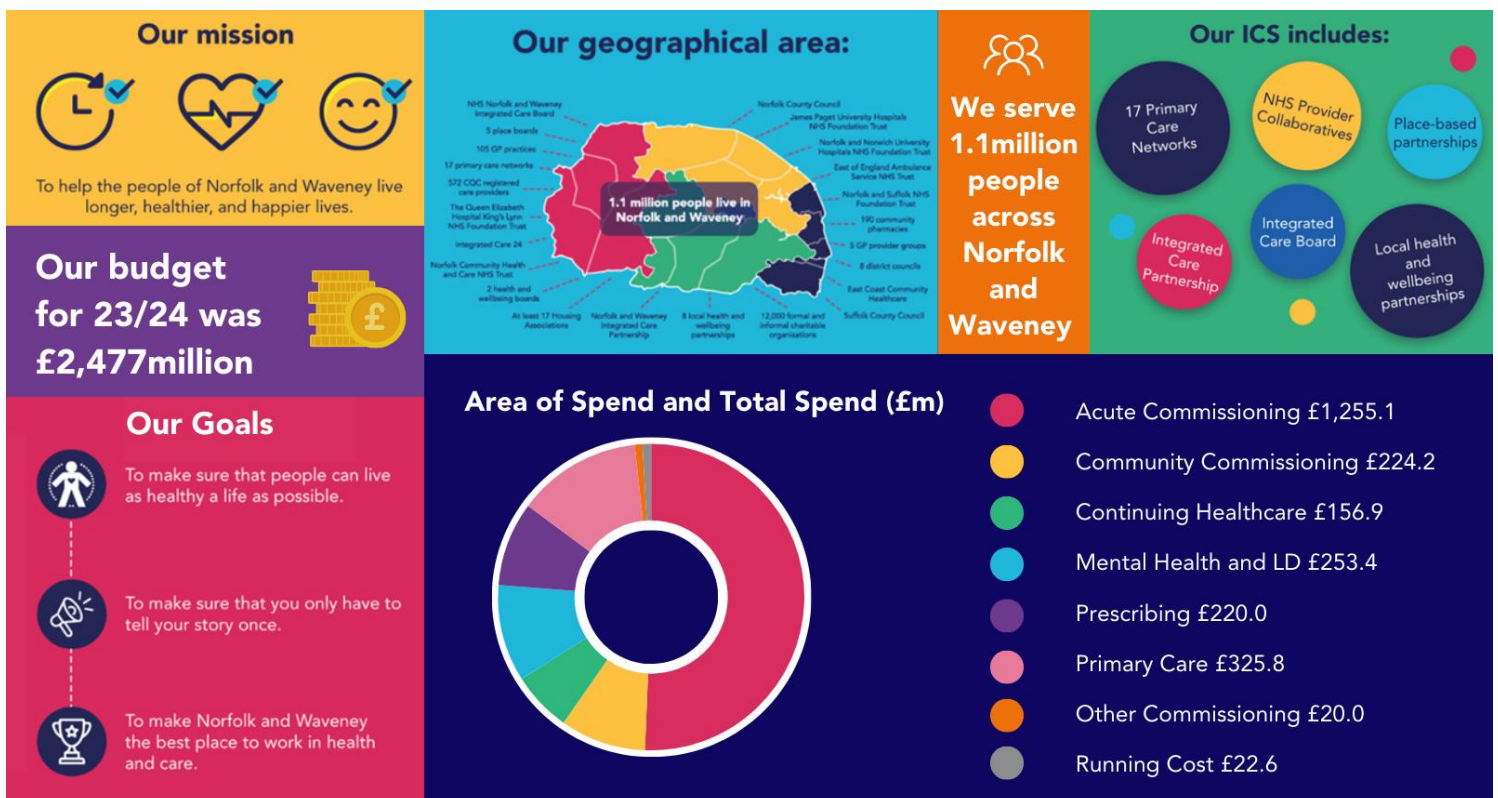


### Purpose and activities of the organisation

[NHS Norfolk and Waveney](#) is responsible for planning and buying safe, high quality health services. NHS Norfolk and Waveney agreed and administers contracts with hospitals, community services, the mental health trust, GP practices, dentistry, pharmacy, optometry, the ambulance trust, and other organisations who provide care and treatment services, and monitored the performance of the delivery of these services.

As a result of the Health and Care Act 2022, NHS Norfolk and Waveney is responsible for the budget for the whole of the NHS landscape across Norfolk and Waveney.

### 2023-24 at a glance



## Chief Executive Officer and Chair's statement

Welcome to our Annual Report and Accounts for 2023/24. This report sets-out our achievements and the performance of the organisation over the past year, as well as the challenges we've faced and what we need to focus on next.

The way the system has worked together over the past year has been very positive, however we have always said that our success should be judged on whether we are making a real difference to people's lives, and over the past year we have had some important successes. For example:

**We have worked as a system to improve ambulance handovers and response times:** As a result of changes introduced at our hospitals, patients are now spending much less time waiting in ambulances when they arrive at one of our hospitals. This in turn is enabling our ambulances to quickly get back on the road and to the next person who needs help.

**We have made changes to help ensure people are getting the right care, at the right time and by the right person:** RightCareNoW is a programme of work that has helped improve the way people are discharged from hospital back into the community, and reduced the number of people in our hospitals who have no medical reason to be there and could be better cared for in their own home or another setting.

**We have made it easier for people to get support for their mental health and wellbeing in their community:** There are now seven family hubs in place to support parents and children, as well as ten mental health support teams working in our schools. To support adults, we now have five wellbeing hubs across Norfolk and Waveney, and mental health practitioners and recovery workers working alongside GPs so people can be seen and get help quicker.

**We have taken action to keep people healthier, to prevent problems and to treat conditions early:** For example, we have increased the number of people receiving targeted lung health checks, to help identify and treat lung cancer earlier. We have also increased support and set-up a new service at our three hospitals to reduce smoking during pregnancy, as this helps to reduce the chance of miscarriage, stillbirth, low birthweight and other conditions.

We are making a difference and there are many more examples of where we have made progress described in the annual report. Our progress is being recognised by others too, including by NHS England, as demonstrated by their decision to move Norfolk and Waveney into segment three of the National Oversight Framework and out of the Recovery Support Programme, or what was formerly known as "special measures".

While this is of course positive, we know we have a lot to do as a system to ensure we are consistently providing the right the level of care. The next year will have its own challenges, there's more we need and will be doing to improve the quality of and access to care, to prevent people getting ill and to intervene early when they do, and to support and grow our workforce, all of which we will need to do while living within our means.

We look forward to the year ahead and to continuing to make progress against our mission: to help the people of Norfolk and Waveney to lead longer, healthier and happier lives.



**Rt Hon. Patricia Hewitt**  
Chair of NHS Norfolk and Waveney



**Tracey Bleakley**  
Chief Executive Officer  
NHS Norfolk and Waveney

## Our goals

The ICS has three overarching goals:

1. **To make sure that people can live as healthy a life as possible** - Preventing avoidable illness and tackling the root causes of poor health to reduce health inequalities across our area.
2. **To make sure that you only have to tell your story once** - Services must work better together so that key information doesn't have to be repeated to every health and care professional.
3. **To make Norfolk and Waveney the best place to work in health and care** – Supporting staff development and wellbeing will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

The ICS vision is to help ensure that our staff, people and communities across Norfolk and Waveney can lead longer, healthier and happier lives.

To help drive this vision, in November 2022, the Norfolk and Waveney Integrated Care Partnership agreed its [first Integrated Care Strategy](#). The strategy is an important high-level framework for the system and has four themes: Driving integration, prioritising prevention, addressing inequalities and enabling resilient communities.

In summary, our system goals, themes and ambitions are interlinked:



You can read more about the Integrated Care System [here](#).

## Financial performance summary

The introduction of NHS Norfolk and Waveney on 1 July 2022 brought about the cessation of Clinical Commissioning Groups (CCGs) and inception of Integrated Care Boards (ICBs). Therefore, the financial year 2023/24 represents the first full 12-month reporting period for ICBs.

The following information reflects to the twelve-month accounting period for the ICB to 31 March 2024.

- The total allocation for the accounting period was £2,477m.
- This was split between Commissioning Health Services (£2,455m) and Running Costs (£22.6m).

The following table and chart provide a further breakdown by category of how the allocation was spent:

Area of spend	Total spend (£m)
Acute	£1,255.1
Community	£224.2
Continuing Healthcare	£156.9
Mental Health and LD	£253.4
Prescribing	£220.0
Primary Care	£325.8
Other Commissioning	£20.0
Running Cost	£22.6

For 2023/24 Financial year, NHS Norfolk and Waveney delivered its statutory duty to breakeven, with the final reported position being a £57,000 underspend.

Within this underspend, NHS Norfolk and Waveney also remained within the allocated running cost budget and therefore delivered on all financial duties as reported in note 19 'Financial Performance Targets' of the Annual Accounts.

A key contributor to the achievement of the overall financial position was successful delivery of £39.4m of efficiencies. The main areas of delivery were:

- Prescribing (£9.7m)
- Continuing Health Care (£6.5m)
- Corporate (£8.6m) – this included the in-housing of the support services, rationalisation of corporate estate, non-recurrent benefits of phased recruitment and resolution of a long-standing dispute over invoices with NCC.
- Non-recurrent savings (£14.6m) – these included slippage on investments, contractual management and spend reviews.

The above efficiency delivery has enabled NHS Norfolk and Waveney to deliver its statutory financial duty, whilst simultaneously providing additional resources to support the ICS during a period of sustained operational pressure.

To read the full 2023/34 annual report and previous editions please [visit our website](#).

