



Chair's Report - June 2024

I am pleased to provide a written report to the Board of Directors which covers some key updates for members' attention and assurance.

Virtual approval - Facilities Management Contract

In order to facilitate the Board of Directors undertaking the business required of it, there will (on occasion) be a need for this to be conducted outside of its scheduled meetings in circumstances where it would not be practical to convene a meeting 'in person'. In such circumstances the Board of Directors is authorised by its Terms of Reference to conduct business via a process of 'e-governance'.

In line with the e-governance process, on 16 May 2024, the Board of Directors received formal papers from the Head of Corporate Governance via email, with a request for the virtual approval of a recommendation report related to the awarding of a contract for facilities management services, following a robust tender process. As per the Trust's Delegated Financial Limits this required Board approval due to the value over the contract life.

Consequently, the contract award was confirmed as approved by the Board of Directors in line with the Standing Financial Instructions.

New Audit Chair

As reported in April 2024, the Council of Governors led the process to appoint a new Audit Chair for the Trust and following the final selection process which took place on Monday 15 April 2024, a recommendation to appoint was approved by the full Council.

All pre-employment checks including Fit and Proper Persons are now in process, and nearing conclusion for the successful candidate and I look forward to confirming further details very soon.

We look forward to welcoming our new Audit Chair to the Trust and the experience they will bring to the Board of Directors and to the Trust.

Associate Non-Executive Director (NED) development role

I am delighted to confirm that we received a number of applications for the Associate NED role and held the final selection process on 23 May 2024, with support from governors, and Chairs of the Trust's staff networks.

The process was extremely positive and a recommendation to appoint from the governor Remuneration & Nomination sub-group has been supported by the full Council of Governors. As such, all checks are now underway with the successful candidate who we hope will join us in the next few months.

I look forward to being able to confirm further details in due course.

My thanks to all those who supported the process. The Associate Non-Executive Director role is a new position in the Trust, and we were encouraged by the interest and number of applications received. The role has been established as a developmental role on a two-year programme aiming to help and support the next generation of talented people into board level roles in the NHS. In particular, it aims to develop talented individuals who are

underrepresented in current NHS boards, and we look forward to recruiting a further Associate NED to the programme next year.

Non-Executive Director appraisals

All Non-Executive Director appraisals are underway and the Senior Independent Director, Beverley Jordan has completed my appraisal as Chair, in accordance with guidance and a framework issued by NHSE. All board member appraisals have considered the new NHS Leadership Competency Framework and include all the necessary checks to comply with the Fit and Proper Persons requirements. I will provide further assurance to the Board of Directors in August 2024 when all appraisals and FPPR checks have been completed and checked.

Cheshire and Merseyside ICB review of collaboration and integration opportunities across health and care in Wirral

Together with NHS partners across Wirral, we continue to support an ICB commissioned review of collaboration and integration opportunities across health and care in Wirral.

The aim of the review is to support partners in building an appropriate system of delivery for health and care in Wirral that meets the needs of the population. The review will build on successes and positive developments in Wirral over recent years in order to identify other areas where improved collaboration and integration can bring greater benefits.

The engagement and involvement of key partners and the people that access services in this work is key and as such regular updates, once the review is underway, will be provided to the Wirral Place Based Partnership Board.

Council of Governors

The Council of Governors (CoG) met formally on 15 May 2024, and whilst I was unable to attend due to other commitments, I was grateful to Gerald Meehan, Deputy Chair for chairing the meeting on my behalf.

The agenda was varied with some key updates provided for governor assurance, including the results from the 2023 national NHS Staff Survey, a report on Year 2 delivery of the Trust's 5-year organisational strategy, the timetable for the 2023-24 year-end arrangements including the Annual Accounts & Annual Report and the Quality Account requirements, a detailed update on the Lancashire 0-19 contract and the mobilisation of the contract.

An interesting discussion on the composition of the Council of Governors, specifically public governor seats, was also held in readiness for forthcoming elections. This item was approved by the CoG and will be considered by the Board of Directors and reported accordingly.

The contribution of the governors is highly appreciated and their support over recent months in formal and informal meetings, in the recruitment of the Audit Chair and the Associate NED and in the Governor Quality Forum has been invaluable.

I invite the members of the Board of Directors to receive this report for information.

Michael Brown
Chair

10 June 2024

Lead Governor Report

Associate Non-Executive Director recruitment

The governors were also delighted to be involved in the recruitment process for a new Associate Non-Executive Director for the Trust and look forward to the successful candidate joining the Trust in the coming months to start the 2-year development programme.

I would like to extend my thanks to the members of the governor Remuneration & Nomination sub-group who supported the recruitment process and acknowledge the commitment of the Trust in offering this exciting opportunity which aims to develop talented individuals who are underrepresented in current NHS boards.

Council of Governor meeting - 15 May 2024

The members of the CoG met formally on 15 May 2024 to consider a varied agenda with good representation from members of the Executive Team. The agenda included a detailed report on the achievements of the Trust in the delivery of Year 2 of the 5-year organisational strategy, the results from the 2023 national NHS Staff Survey and the timetable for the year-end Annual Report & Accounts 2023-24 including the requirements for the Quality Account.

The members also considered proposals in respect of the composition of the Council of Governors and specifically the distribution of public governor seats across the Trust's constituencies, also recognising the increasing geography where the Trust delivers services.

The Chief Nurse provided members with a useful briefing on the status of the mobilisation of the Lancashire 0-19 contract. The detailed work across multiple areas of the Trust was recognised, the governance structure supporting the mobilisation was acknowledged and governors noted the timetable for contact signing and supported the Trust in this significant programme of work.

Governor Quality Forum - 8 May 2024

The Governor Quality Forum met in early May 2024, immediately following the meeting of the Quality & Safety Committee.

The members of the forum were pleased to start the meeting hearing about a recent Journey of Care which focused on the work of the Home First service.

The Chair of the Quality & Safety Committee was also present and provided an update following the meeting of the committee (earlier in the day) and the business conducted and approvals sought. The Deputy Chief Nurse also provided members with an update on the priorities for 2024-25 as described in the Trust's Quality Strategy.

The governor members continue to value the opportunity to engage with the Trust through the Quality Forum and appreciate the topics discussed and the briefings provided.

Council of Governor elections

The governors have supported a position that the forthcoming governor elections will be postponed until after the general election on 4 July 2024.



Wirral Community Health and Care NHS Foundation Trust

Subject to Board approval on the proposed revision to public governor seats, it is anticipated that the elections will commence in mid-July 2024.

Your Voice Group

The Your Voice Group met on 29 May 2024 with another varied and busy agenda which included a reflection on the Trust's activities to celebrate International Nurses Day, an opportunity to review and contribute to a home safety checklist developed by the Rehab at Home Team, and a discussion on future priorities for the group based on the Trust's Quality Strategy and goal related to '*people and communities guiding care*' including specific future agenda items.

The opportunity to engage with staff across the Trust is welcomed by all members and the quality of debate and discussion is always high and appreciated.

The group will meet again on 15 July 2024.

Anybody interested in joining the group or learning more about what is involved is encouraged to visit the following link on the Trust's public website - [Engagement Groups - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/engagement-groups)

Forthcoming Council of Governor activity and meetings

The CoG will meet informally on 3 July 2024 and formally on 4 September 2024.

I provide this report to the Board of Directors for noting and assurance on the work of the Council of Governors.

Lynn Collins
Lead Governor (public governor, Wirral West)

10 June 2024

Interim Chief Executive's Report - June 2024

1. I am pleased to present my first report as Interim Chief Executive, providing important updates from across the Trust. In addition, it advises on the work considered by the Executive Leadership Team and references recent reports published nationally.

Local news and developments

Team WCHC Awards 2024



2. We were delighted to launch this year's Team WCHC Awards in May 2024. The awards are now in their 11th year and are the highlight of the Trust calendar. This year we are taking the awards to Liverpool and looking forward to celebrating with staff across all our geographies.
3. Throughout the year, stories of compassion, openness and trust are shared through our weekly Shoutouts, and our monthly Standouts and the awards recognise all the tremendous work that takes place across all areas of the Trust. They showcase our values and our fabulous staff, the people that make it a great place to work and receive care.
4. This year and based on feedback from staff, we have re-introduced two categories giving more opportunities to nominate and be shortlisted. They are Excellence in learning and Team of the Year.
5. The nomination period is now open for all categories and will close on Friday 30 June 2023. This year there are nine categories including our People's Choice Award which allows members of our local community to nominate members of our team.
 - Excellence in care
 - Excellence in learning
 - Excellence in quality improvement
 - Excellence in leadership
 - Excellence in partnership working
 - Excellence in inclusion
 - Unsung Hero Award
 - Team of the Year
 - People's Choice Award
6. The Chair and I are thoroughly looking forward to reading through all the nominations and celebrating with our staff in October 2024.

Celebrating International Nurses Day - 12 May 2024



7. International Nurses Day (Sunday 12 May) marked the anniversary of the birthday of Florence Nightingale and every year it provides an opportunity to acknowledge the incredible work of nurses across the globe.
8. To mark this wonderful day, we celebrated with a weeklong campaign at WCHC, including visits and events for nursing colleagues across the Trust.
9. As a nurse led organisation the campaign was an opportunity to celebrate and recognise Trust nurses for the care, support and treatment they provide to people and families in Wirral, Cheshire, St Helens and Knowsley.
10. Our expert and specialist nursing teams deliver integrated and responsive services treating people from birth to end of life, both at home and close to home, ensuring essential care continues to be delivered and preventing a visit to hospital.
11. Every day our nurses work with other clinical and non-clinical professionals throughout the Trust, including therapies, admin, safeguarding, information governance, system support and IT. Working collectively, our teams not only treat and care for people, but also support them to live as independently as possible.
12. Our recent CQC report recognised the hard work and dedication of our nursing teams, their specialist skills, and above all, the care and compassion they provide for local people and families. With an overall rating of Good, many areas of the Trust were described as outstanding, including Community and Specialist Nursing and Sexual Health Wirral.
13. Throughout the weeklong celebration colleagues from across the Trust reflected on their nursing careers and shared lots of wonderful stories. Below are just some of those reflections:

"I love my job because I can make a difference to patient's lives. The Bowel and Bladder Service can reassure patients and their families that as a service we can greatly improve the patient condition with a very positive experience." (Nurse, Bladder and Bowel Service)

"I've wanted to be a district nurse since I was a student. I loved my placement in the community and that was it for me. I've been in district nursing for 21 years. It's such a supportive environment and such a rewarding role." (Community and Specialist Nurse Manager)

"I love my job because I manage teams who are fantastic and all work so hard. I am proud of everyone." (Community Nurse Manager)

"I love being a nurse because we have the potential to make a real difference in people's lives every day. Nursing is about supporting people, making them feel comfortable and at ease and providing reasonable adjustments when needed." (Nurse, Sexual Health Wirral)

"Knowing that I can commit to the career of my choice, whilst also observing my religious obligations is such a special feeling. At the beginning of my career there was some apprehensions, that feeling of being the odd one out, the one with a different appearance, the person of colour. I'm very happy to say all of my apprehensions were unfounded."

"Nursing isn't 'just a job'. It's a vocation, a choice made by those who understand compassion, commitment and courage. 21 years into my career, I know I definitely made the correct choice and am grateful every day for the lasting memories and friendships I have made along the way." (Lead Nurse, Urgent Treatment Centre)

14. We were also delighted that two of our senior nurses were invited to take part in an interview with Sean Styles, from BBC Radio Merseyside recognising International Nurses Day. My thanks to Elly Wright, Team Leader, Birkenhead Locality (0-19 Service Wirral) and Gilbert Ngatia, Service Director South Wirral (Nursing Lead) who shared their routes into nursing and talked so passionately about nursing as a career and the colleagues they work with across the Trust.
15. Their interview is still available on BBC Sounds - BBC Radio Merseyside, Sean Styles; 12 May 2024 (time slot 10:34).
16. The members of the Board of Directors were also pleased to welcome representatives from our nursing teams, particularly those who had shared a Journey of Care over the last 12 months, to an informal meeting with the Board during the week-long celebration - pictured below.



NHS national staff survey 2023 and NHS Northwest case study: A Trust's commitment to improving Staff Engagement and Staff Survey scores.



17. Following publication of the NHS national staff survey results in March 2024, the Northwest Leadership Academy has engaged with the Trust to understand the delivery of our staff engagement plan and the impact on our most recent staff survey results. As a result, the NWLA has produced a case study, published on it's website, about the Trust's commitment to improving staff engagement.

18. The case study can be accessed via the following link - [A Trust's commitment to improving Staff Engagement and Staff Survey scores - Northwest Leadership Academy](#)

Sir Julian Hartley, NHS Providers Chief Executive

19. We were thrilled to welcome Sir Julian Hartley to the Trust at the end of April 2024 and share with him the diverse range of services provided by our specialist staff right across the Trust. It was a wonderful visit with Sir Julian and his team visiting the Right Care Hub, Community Cardiology and the newly established 'ourPlace' at Sexual Health Wirral as well as enjoying a marketplace activity with services, both clinical and non-clinical from across the Trust showcasing their services and having useful and insightful conversations with the NHS Providers Team.

20. Following his visit Sir Julian published a blog which can be accessed via the following link - [Sir Julian Hartley visits Wirral Community Health and Care NHS Foundation Trust - NHS Providers.](#)

21. We received positive feedback from Sir Julian, and it was particularly satisfying to know that our Trust values were evident in all his discussions and interactions with the Trust.

"Despite the challenging external and operational environment, I saw nothing but dedication to delivering high-quality care for patients in the place they want it most. There was a real sense of pride from leaders and staff during my visit, reflected in this year's staff survey which saw the trust's highest-ever response rate. This is largely down to the culture of the organisation, rooted in three core values: compassion, open and trust. These values were co-produced with staff; I really felt them during my visit."

Celebrating health and wellbeing in our community

22. We are pleased to be holding our fourth NHS Celebration and Sharing event on Wednesday 19 June at St Catherine's Health Centre, Birkenhead, 2.30pm – 4.00pm.

23. With a focus on health and wellbeing the event, which is open to the public, is an opportunity to find out more about the Trust, learn about the improvements and innovations taking place, and the many different services offering health and wellbeing support in the community.
24. There will be lots of services exhibiting including Long COVID, Children’s Speech and Language, Community Cardiology, Family Nurse Partnership, MSK Physiotherapy, Spartacus the therapy dog and many more.
25. We will also be joined by Age UK, Wired, Flourish Wellbeing, Health Watch, Tomorrow’s Women, Koala Northwest, DA Languages, Signalise and Health Assured. The National Institute for Health and Care Research (NIHR) will also be bringing along their new mobile research vehicle; a great opportunity for anyone interested in taking part in research to talk to NIHR about how to get involved.

Your Experience - the importance of feedback

26. In April 2024 we received over 2,968 responses to our patient experience survey with 94.6% of people recommending our services.
27. This is a sustained, strong performance and reflects the experiences we heard from those patients and service users who nominated teams and staff in our People’s Choice Award in the TeamWCHC Awards 2023.
28. The top 10 themes from the feedback remain staff attitude, the implementation of care, the environment and communication. This is so important to not only ensure we continue to deliver and improve our services for those accessing them, but also for our staff who continue to work incredibly hard and to know that they are appreciated!



Marking awareness weeks at WCHC

29. Right across the Trust we celebrate many important awareness weeks recognising the role many of our services play in supporting people in our communities and also raising the profile of important matters that we should all be discussing. The last few months have been particularly busy as we have marked each of the following;
 - 6-12 May 2024, **Dying Matters Week** - an opportunity for people to recognise the importance of talking about dying, death and bereavement.

- 3-19 May 2024, **Mental Health Awareness Week** - the theme for this year was *'Movement: moving more for our mental health'*.
- 3-7 June 2024, **Volunteers Week** - celebrating the diverse range of experience, skills and knowledge that volunteers bring to Team WCHC.
- 10-16 June 2024, **Carers Week** - the theme for this year was *'Putting Carers on the Map'* highlighting the invaluable contribution of carers across the UK and ensuring their voices are heard loud and clear.
- 10-16 June 2024, **Men's Health Week** - a dedicated week that shines the spotlight on the unique health concerns that men experience.

30. My thanks to all colleagues across the Trust who have supported and got involved in the activities to recognise each of these important awareness weeks.

My BIG Future programme

31. I am pleased to report that once again we are supporting The Johnson Foundation in their My BIG Future programme, working with local primary schools to support children in Year 5 to experience working life and explore lots of different career opportunities.
32. This year we have 'adopted' Christ Church Primary School in Birkenhead and we have already thoroughly enjoyed talking to the children about careers in the NHS and answering all of their amazing and insightful questions.
33. At the end of May 2024, we invited the Year 5 children to a VIP visit at St Catherine's Health Centre where they had the opportunity to visit lots of different services, clinical and non-clinical to meet our staff and to ask questions. It was a wonderful morning, and the children were a pleasure to host and we are really looking forward to continuing to work with them and their teachers.
34. I would like to extend my thanks to all those who supported the VIP visit to make it so enjoyable for the children.

Executive Director appraisals

35. All Directors appraisals have now been completed in line with our appraisal window which is now open across the Trust until August 2024. All appraisals also included agreed EDI objectives as part of our commitment to the Inclusion Strategy and NHS England's *'6 High Impact Actions for improvement in Equality, Diversity & Inclusion.'*
36. All Fit and Proper Persons annual checks are also underway in line with our policy.

National news and developments

37. There is nothing to report by exception on national news reflecting the focus and attention of the general election on 4 July 2024 and the guidance for NHS organisations.

Reports of interest published

38. The following are some reports recently published and of interest to members of the Board.
- **NHS England - Pre-election guidance** - [NHS England » Pre-election guidance for NHS organisations – General Election 2024](#)
 - **Infected Blood Inquiry** - The report has been published by the independent public

statutory inquiry established to examine the circumstances in which men, women and children treated by National Health Services in the United Kingdom were given infected blood and infected blood products, in particular since 1970 - [The Inquiry Report | Infected Blood Inquiry](#)

- The DHSC has published its **consultation on the NHS Constitution**. The NHS Constitution, last updated in 2015, has to be updated at least every 10 years by the Secretary of State for Health and Social Care. The consultation will run for 8 weeks until 25 June 2024. Patients, public and staff, stakeholders and partners can respond via the formal DHSC consultation process - [NHS Constitution: 10 year review - GOV.UK \(www.gov.uk\)](#)
- DHSC - **Making prevention everyone's business**: a transformational approach to personalised prevention in England. This report sets out the recommendations of Professor John Deanfield, CBE, for a more ambitious prevention service, undertaken in his role as the inaugural Government 'Champion for Personalised Prevention' between March 2023 and March 2024. It presents digital technologies as the key to delivering personalised prevention at scale. It also recommends that the government commit to the creation of a 'digital-first National Prevention Service', delivered through a new 'one-stop shop' digital health and wellness portal accessed through the NHS App - [Making prevention everyone's business: a transformational approach to personalised prevention in England - GOV.UK \(www.gov.uk\)](#)
- NHS Confederation - **Excellence through equality: anti-racism as a quality improvement tool**. This report from the NHS Confederation's BME Leadership Network collates examples of initiatives to advance equality for NHS staff and patients, recognising anti-racist work as an integral improvement tool to reduce racial inequalities - [Excellence through equality | NHS Confederation](#)

Communications and Engagement

Get Together - Team WCHC Briefing



39. The monthly on-line Get Together meetings continue to be well attended by over 100 staff and we continue to use this important engagement platform to share news and updates whilst providing a place for dialogue on anything our staff wish to raise.
40. We announce the monthly Stand Out winner at each Get Together and it is always so satisfying to see the appreciation and celebration that colleagues have for each other.
41. We also enjoy hearing from services and staff across the Trust providing a 'spotlight on services' and my thanks to Millie Williams from Sexual Health Wirral who gave a great presentation on the launch of the new 'ourPlace' for young people at Sexual Health Wirral.
42. I look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
43. I continue to represent the Trust at regular Place and wider system meetings including the Wirral Place-Based Partnership Board, Northwest Leaders, Cheshire

& Merseyside Providers Chief Executives, and Cheshire & Merseyside Mental Health, Learning Disabilities and Community Provider Collaborative (MHLDC).

Congratulations!

44. Congratulations to everyone across the Trust supporting the delivery of the NHS Cadets Programme which has been shortlisted for another national award - the Healthcare People Management Association (HPMA) Excellence in People Awards for the Hill Dickinson Award for **Excellence in Organisational Development**.
45. Congratulations to the Childrens Speech and Language Therapy and Dietetics Teams who have been shortlisted in the **HSJ Patient Safety Awards 'Virtual or Remote Care Initiative of the Year'** for the work they have been doing to implement Remote Clinical Monitoring to supplement the traditional delivery model.
46. Congratulations to the Infection Prevention and Control Team and partners who have also been shortlisted in the **HSJ Patient Safety Awards for the 'Best Use of Integrated Care and Partnership Working in Patient Safety'** category.
47. Congratulations to Raaj Singh from the Warrens Community Nursing Team who won the Fraud Awareness quiz as part of our virtual Fraud Awareness Campaign.
48. Congratulations and many thanks to colleagues in our Urgent Care Services (UTC at Arrow Park Hospital, GP Out of Hours and VCHC Walk-in Centre) who have responded to a number of unusual and emergency cases over recent weeks, to resuscitate an unconscious patient arriving in a taxi and delivering a baby. Each of these cases have resulted in positive outcomes thanks to our staff acting quickly, professionally and with the utmost care and compassion.



49. Our monthly Stand Out winners for April and May 2024 were Louise Cartledge, Team Leader, 0-19 Central, Cheshire East and Carrie Catterall, 0-19 Centralised Contact Hub Team Leader.
50. In nominating Louise, Alix Wisener said;

"I would like to nominate Louise. I am sure all central team would agree that Louise is a fantastic team leader in so many ways. In addition to this Louise has been an amazing support to me over the last few weeks following a very tragic and upsetting case with one of my families. Louise has gone over and above to help and support me through some of the most challenging times of my career, acting as a sounding board for me to talk through my worries and concerns, listening when I was upset and needed someone to help me rationalise things and guiding me through the processes that I would need to understand with amazing compassion, utilising her experience to help me see the light at the end of the tunnel. She has somehow managed to do all of this whilst carrying on with her own work as well as covering for another team leader who has unfortunately been of sick. Nothing has been too much; she has continued to lead our team with enthusiasm and energy. Louise is an inspiration and hope she realises how valuable she is."

51. In nominating Carrie, Lisa Pointon said;

“Carrie is an amazing Team Leader; she is compassionate and values every member of her team. Carrie continually strives to deliver a service which has been under immense pressure especially due to staff sickness and the demands of different localities. Carrie always makes time to listen to staff and support them in whichever way she can. When difficulties arise, she will find a solution, or she will proactively liaise with service leads to support the team.

The team value her compassion, openness, and trust and most of all her smile, and genuine passion for the service and wellbeing of the centralised contact hub staff.”

Summary of Executive Leadership Team (ELT) business

52. ELT has continued to receive regular updates on the following:

- The trust, system and national financial positions.
- Wirral system position including measures introduced to support discharge from the hospital and address system flow.
- Developments across the national, ICB and Place health and care systems.
- The work of the various UECUP (Urgent & Emergency Care Upgrade Programme) committees and workstreams.
- Relevant upcoming contract opportunities.
- Mobilisation plans for the Lancashire Healthy Young People’s Services Contract and mobilisation of the Wirral Sexual Health contract.

53. During April and May 2024, the following were presented to ELT for approval;

- Recommendations for the delivery of the Widening Participation Programme, including pre-employment and work experience offers and school/further education engagement.
- Equality, Diversity & Inclusion (EDI) objectives for senior leaders, prior to final approval by the Board of Directors.
- A mechanism to address representations made by suppliers under the Provider Selection Regime process.

54. Additional items were also presented to ELT for assurance or discussion including;

- An update on the progress of the Integrated Frailty/Population Health Management project which aims to define a model of best practice for integrated working with Moreton & Meols Primary Care Network.
- An overview of the 2024/25 Priorities and Operational Planning Guidance from the Deputy Director of Contracts & Commissioning.
- Updates on the implementation of a new model for the neurodiversity and ADHD pathways in Wirral.
- An update on the investigation into recent Freedom to Speak Up concerns.
- The programme for the Leadership Forum for B3-7 Managers.
- Preparations for the visit of the Chief Executive of NHS Providers.
- Preparations for International Nurses Day and the week-long programme of events planned across the Trust.
- An overview of the Reasonable Adjustments Digital Flag (RADF) which is being rolled out to all NHS records to identify, record, flag and share data on reasonable adjustments at local level.



- An update on the Council of Governors election campaign.

Conclusion

55. I recommend this report to the Board of Directors for assurance on key activities across the Trust. This report can be received alongside the Chair and NED reports and the Integrated Performance Report.

Mark Greatrex
Interim Chief Executive

Alison Hughes
Director of Corporate Affairs
12 June 2024.