

Chair's Report - December 2022

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

Confirmation of virtual approval - Capital business cases

- **Wireless network upgrade programme**
- **Computing endpoints**

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 21 October 2022, the Board of Directors received formal papers from the Director of Corporate Affairs via e-mail, with a request for the virtual approval of the capital business case for the wireless network upgrade programme. In total ten written responses were received, and all responses gave approval of the business case. Of the ten responses, seven were received from voting members of the Board of Directors, and all such responses received were supportive of the proposal; and this met the quoracy set out in the e-governance process.

On 23 November 2022, the Board of Directors received formal papers from the Director of Corporate Affairs via e-mail, with a request for the virtual approval of the capital business case for computing endpoints. In total ten written responses were received, and all responses gave approval of the business case. Of the ten responses, seven were received from voting members of the Board of Directors, and all such responses received were supportive of the proposal; and this met the quoracy set out in the e-governance process.

Consequently, both business cases were confirmed as approved by the Board of Directors in line with the Standing Financial Instructions.

Council of Governors

The Council of Governors met on 15 November 2022 and a full report is provided in the Lead Governor Report. It was a constructive and informative meeting with the Trust sharing key updates, the governors seeking assurance on current challenges and risks being felt right across the NHS and planning for important programmes of work for the new financial year aligned to new national guidance (NHS Code of Governance) being implemented.

My thanks to governors who attended, Non-Executive Directors who provided important briefings and Trust officers who shared key updates and were available to answer any questions.

Council of Governor election results

The declaration of results for the latest governor elections will be on 12 December 2022 and consequently, an update will be provided to the members of the Board at the meeting.

The voting is currently open for two seats, one staff governor and one Wirral West seat.

We welcome Kevin Sharkey as public governor for Wirral South and Neston, following an uncontested election.

The timetable for elections was a key topic for discussion at the recent CoG meeting which will be considered further in the New Year.

Place Based arrangements

The work across the system on PLACE governance arrangements has continued with the Place-Based Partnership Board established and the inaugural meeting of the Wirral Providers Partnership meeting in early December 2022 to consider its Terms of Reference.

All members of the Executive Team are supporting positive system working at both Place (Wirral, Cheshire East, St Helens and Knowsley) and system (C&M) level.

Northwest Regional People Board

I am pleased to have been appointed as the new independent Chair of the Regional People Board which is jointly overseen by Health Education England and NHS England.

The Northwest People Board brings together health and care organisations and key stakeholders at the regional level around people priorities to provide strategic leadership to ensure the implementation of the People Plan and Integrated Care Board workforce plans.

HEE and NHS England have supported the development of Regional People Boards across all seven regions of England. This follows on from the publication of the NHS Long Term Plan which set out a clear vision for a new service model with a clear focus on population health management, (primary) prevention, out of hospital and personalised care, reducing health inequalities and better use of NHS technology.

Christmas message

I would like to extend best wishes to all members of the Board and staff right across the Trust for a healthy and happy Christmas and New Year.

I would like to recognise without exception our workforce and the care and compassion they bring every day whether they are actively caring for those in our local communities or working to support those on the front-line of service delivery. I never fail to be impressed and delighted by their commitment and dedication, despite often working in challenging circumstances.

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

Professor Michael Brown CBE DL
Chair

2 December 2022

Lead Governor Report

External Audit contract engagement

The formal recommendation from the audit sub-group members to the full Council of Governors to award the external audit contract to Grant Thornton was supported in October 2022.

The formal contract is now in place and Grant Thornton will start to provide services to the Trust, in anticipation of the audit of the 2022-23 financial year, from December 2022.

Council of Governor meeting - 15 November 2022

The CoG met in person, formally, in mid-November and considered a busy agenda involving both updates from the Trust and questions from governor colleagues.

A progress report on the delivery of the Trust's 5-year strategy was shared which also included recognition of the work the Trust is doing in respect of social value and supporting the Social Value Charter and the Anchor Institution Charter across Cheshire & Merseyside.

The Head of Inclusion provided an update on work to deliver the Health Inequalities and Inclusion Strategy, also recognising the contribution of governors and members of the Your Voice group to improve Accessible Information Standards across the Trust.

Each of the Non-Executive Directors presented an update on the work and areas of focus of their respective committees and the Director of Corporate Affairs confirmed the timetable and position in the latest governor elections (see below).

The forthcoming CoG workplan was considered particularly with regards to the reappointments of the Chair and Deputy Chair, with the Director of Corporate Affairs setting out the guidance as included in the new Code of Governance which will come into effect from 1 April 2023. It was agreed that the governor Remuneration & Nomination sub-group would meet early in 2023 to progress this important work.

Governors asked for assurances from the Trust on the measures in place across the Trust to manage the rising cost of utilities and the potential for industrial action. The NEDs present who Chair the relevant committees of the Board were able to advise that all relevant guidance and requirements were being followed and potential risks were being managed appropriately and regularly.

Council of Governor elections

The governor elections for 2022 are underway and voting for two seats will close on 9 December 2022.

One seat has been filled uncontested and we welcome Kevin Sharkey as public governor for Wirral South and Neston.

We look forward to the declaration of results for both our staff governor and Wirral West seats.

We will still have a number of vacant seats across our constituencies and at the recent CoG meeting this was acknowledged and discussed to consider options to encourage more



Wirral Community Health and Care NHS Foundation Trust

nominations. The CoG will consider this again early in 2023 with one option to review the timetable for forthcoming elections.

Your Voice Group

The Your Voice Group met on 21 November 2022 and members were delighted to meet in person for the first time since the COVID pandemic.

The agenda included standing items such as a report on patient experience feedback from across the Trust and on-going projects and programmes involving members of the group.

The Infection Prevention & Control Team attended to invite members of the group to support in the development of the IPC public website.

The next meeting of the Your Voice group will take place on 19 January 2023 at 2.00pm.

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)

Next Council of Governor meeting

The next formal meeting of the Council of Governors will take place on 24 January 2023, and we look forward to welcoming our new governor colleagues.

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)

4 December 2022

Chief Executive's Report - December 2022

1. This report provides an update on regional and local news and developments including important updates from across the Trust. In addition, it advises on the work considered by the Executive Leadership Team. I have also highlighted some key national updates for information.

Regional and local news and developments

Place Governance

2. Through the Directors of Corporate Affairs, we are working with governance leads across the system to ensure that there is an effective Place reporting mechanism for the Board of Directors to receive at future meetings.
3. This will include the meetings of the Wirral Place Based Partnership Board (WPBPB) and the Wirral Provider Partnership (WPP) and given that the result of this changing governance across geographical places, is that Terms of Reference are being reviewed for other extant groups such as the Health & Wellbeing Board and the Joint Strategic Commissioning Board sub-committee, this will also be considered in future updates to the board.
4. Below are updates from recent meetings of the Place Based Partnership Board and the inaugural meeting of the Wirral Provider Partnership.

Wirral Place Based Partnership Board (PBPB)

5. The WPBPB provides leadership and delivery of the overarching strategy and outcomes framework for the place-based partnership in order to achieve the objectives of the Health and Wellbeing Board which aims to improve the health and wellbeing of the Wirral population.
6. The priorities and work plan for the WPBP Board will be set out in the WPBP Board Delivery Plan and aligned with the strategic direction for the Borough agreed by the Health and Wellbeing Board.
7. The most recent meeting of the PBPB took place on 8 December 2022 and in the main dealt with the constitutional matter of Assembly.

Wirral Provider Partnership (WPP)

8. The Wirral Provider Partnership (WPP) held its inaugural meeting on 5 December 2022. The WPP will bring together providers from the NHS, statutory and non-statutory bodies and the independent sector to promote effective partnership working to implement the strategic intent as set out by the PBPB and agreed by the Health and Wellbeing Board.
9. The WPP will have due regard for population health to ensure the equitable provision of services to the community, financial stewardship and safety, whilst also supporting transformation and innovation to drive appropriate change at Place.
10. A Memorandum of Understanding and Terms of Reference for the WPP, together with principles for the Chair and Vice Chair arrangements were discussed at the meeting

in December 2022. These will be formally presented to the PBPB in January 2023.

11. The members of the WPP also acknowledged the role of the Programme Delivery Unit and received a presentation on future accountability, governance and priorities. The WPP will progress next steps through a representation to the Place Director and ICB.

Cheshire East, St Helens and Knowsley

12. Across the other geographies where the Trust provides services, we are engaged in appropriate place-based forums to represent the services delivered by the Trust and the communities we serve.

Adult Social Care Discharge Fund

13. On 22nd September 2022, the His Majesty's Government announced its Plan for Patients. This plan committed £500 million for the rest of the financial year 2022/23, to support timely and safe discharge from hospital into the community by reducing the number of people delayed in hospital awaiting social care.
14. The intention of this fund is to focus on, but not be limited to, a 'home first' approach and discharge to assess (D2A)
15. On 18th November 2022, the Government confirmed that the Adult Social Care Discharge Fund would be released through local authorities and integrated care boards (ICBs) to pool into local Better Care Fund (BCF) arrangements
16. In line with usual BCF requirements, the use of both elements of this funding has been agreed between local health and social care leaders (at the Joint Strategic Commissioning Board on 8 December 2022)
17. The funding will be allocated to achieve the maximum reduction in delayed discharge
 - £200 million distributed to local authorities, based on the adult social care relative needs formula (RNF)
 - £300 million distributed to integrated care boards (ICBs), targeted at those areas experiencing the greatest discharge delays
18. This is based on a combination of both
 - a fair-shares distribution based on 2022/23 ICB weighted populations (25% of ICB funding)
 - a discharge metric flexed to reflect the size of the ICB weighted population (75% of ICB funding)
19. The deadline for submission of the Wirral plans for the Adult Social Care Discharge Fund is 16th December 2022.
20. At the meeting of the Joint Strategic Commissioning Board sub-committee on 8 December 2022, it was recommended and approved to delegate the approval of the Wirral plan for the Adult Social Care Discharge Fund to the Director of Adult Social Care and Health, Wirral Council in consultation with the Place Director, NHS Cheshire and Merseyside.
21. A further update report on the submission will be brought to the next meeting of the Joint Strategic Commissioning Board and Wirral Place Based Partnership Board in January 2023.

Celebrating one year with our 0-19+ Service in St Helens



22. In September 2021 our 0-19+ footprint grew and we launched the 0-19+ Service in St Helens which includes Health Visiting, School Nursing and the Enhancing Families Programme (EFP).
23. Over the last 12 months the service has gone from strength to strength and the skills and expertise colleagues brought to the Trust continue to help us shape and deliver a seamless service for local children, young people, and families. Our partnership working has strengthened, and teams are working together with local stakeholders to provide the best possible support and care for people.
24. In early November 2022, colleagues came together to officially mark and celebrate the one-year anniversary of the 0-19+ Service in St Helens. During this time, we have built a strong relationship with our commissioners at St Helens Borough Council and developed the service to help reduce health inequalities, respond to local need, and provide universal and targeted support as required
25. I have included below just a snippet of how our teams continue to provide responsive and innovative integrated services:
- Launch of the Enhancing Families Programme for families requiring additional support.
 - Development of online questionnaires for parents and carers as part of the school nursing offer.
 - Regular stakeholder engagement, including the facilitation of a stakeholder engagement event which brought local partner agencies and organisations together from across the borough to network, build relationships and learn more about the amazing services on offer.
 - The National Child Measurement Programme (NCMP) is underway in all primary schools in St Helens to assess overweight and obesity levels in children.
 - Launch of ChatHealth, a new confidential text messaging service for young people, aged 11-19.
 - Band 5 development work, including competencies and lunch and learn sessions.
 - Introduction of specialist roles including a lead nurse for Special Educational Needs and Disabilities (SEND).
 - Launch of two dedicated social media pages providing specialist support and advice for parents, carers and young people.
26. A heartfelt thank you to all of our 0-19+ colleagues in St Helens. The work you do to provide high quality services and tailored support to the families of St Helens is incredible.

Annual flu campaign

27. Our annual staff flu campaign has begun with staff across the Trust having the opportunity to access their seasonal flu vaccine to protect themselves, their families and those in their care.
28. In parallel and thanks to our partners at Wirral University Teaching Hospital NHS FT, our staff are also able to access the COVID-19 booster vaccine.
29. Our dedicated team of immunisers are working tirelessly to support our staff and make sure the flu vaccine is as accessible as possible. To date, almost half of all reportable staff have protected themselves, their families and their patients.

Executive Leadership Team - service visits and engagement

30. Over the last few months, the Executive Leadership Team have now visited over 25 teams / services meeting with staff and hearing about their work, what they are proud of and how they are delivering services post-COVID.
31. Each Board Director has been partnered with a Service Director to maximise every opportunity to visit teams and services. After the last 2 years, it has been wonderful to have the opportunity to see our staff, to hear from them and to understand how they are feeling.
32. We are also pleased to have had our Non-Executive Director colleagues join these visits.

Your Experience - the importance of feedback

33. In October 2022 we received over 2,600 responses to our patient experience survey with 94% of people recommending our services.
34. This is the highest in-month figure we have had and puts us 2nd across the whole of Cheshire & Merseyside in terms of volume of responses received in-month.
35. The top 10 themes from the feedback included 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 and doing a good job!

NHS Cheshire and Merseyside Citizens' Panel development

36. The first phase of recruitment to NHS Cheshire and Merseyside's Citizens' Panel launched on 17 October 2022.
37. The Citizens' Panel will form part of the wider NHS Cheshire and Merseyside Public Engagement Framework and will help develop an approach to working with people and communities.
38. NHS Cheshire and Merseyside will consult panelists on system-wide health and care issues, invite their involvement in decision-making and in helping to further shape the engagement approach.
39. One of the key benefits of a Citizens' Panel is the opportunity to engage with people from all sections of the community and we are delighted that our Lead Governor, Lynn Collins has applied to be on the panel together with members of our Your Voice Group.

World Aids Day - 1 December 2022

WORLD AIDS DAY

**ROCK
THE RIBBON**

1 December 2021



40. On Thursday 1 December, the Trust united with the world to show our support for World Aids Day and we lit up St Catherine's Health Centre RED to show our support for Sahir House in Wirral.
41. We encouraged all colleagues across the Trust to get involved including by wearing red ribbons.
42. Wearing our red ribbons together:
- shows how we stand as one to help reduce stigma and discrimination of HIV and AIDS.
 - helps increase visibility and shows our support of the ongoing life changing work.
 - unites us in remembering the millions lost to the epidemic and in solidarity with everyone living with HIV today.
 - increases visibility and starts conversations with our colleagues in the Trust, our friends and our families. This means we can all help educate.

The Oliver McGowan Mandatory Training on Learning Disability and Autism

43. I am pleased to advise that the e-learning on learning disability and autism is now available for all staff to complete. The training is named after Oliver, whose death shone a light on the need for health and social care staff to have better training. The training includes Paula McGowan OBE, telling Oliver's story and explaining why the training is taking place.

Safeguarding Adults Week

44. From 21-25 November 2022 we recognised Safeguarding Adults Week across the Trust providing an opportunity to raise awareness of important safeguarding issues, share best practice and start conversations. There was lots of activity through the week right across the Trust.

My BIG Future

45. We are delighted to be supporting The Johnson Foundation and the My BIG Future programme working with local schools and primary school children to help them understand the possibilities available to them in the NHS.
46. We are really looking forward to working with the children in the New Year and welcoming them to St Catherine's Health Centre in the Spring.

Art Exhibition at St Catherine's Health Centre

47. On 1 December 2022, we were delighted to welcome the Mayor and Mayoress of Wirral to officially turn on the Christmas lights and open the new art exhibition at St Catherine's Health Centre.
48. Restrictions during the last two years meant a face-to-face art exhibition was not possible, but this year we were so pleased to be able to invite people back to this wonderful viewing.
49. Since 2014 we have invited pupils from a Wirral school to showcase their best artists. This year pupils from Calday Grange Grammar School have their work on display across all four floors of the health centre.
50. During the private viewing the school band and choir provided fantastic entertainment while students and their family and friends browsed the exhibition. The work on display from Calday Grange Grammar School features creative masterpieces including local architecture and autumnal landscapes.
51. The health centre is a community asset, so the Trust is delighted that the exhibition creates a bright and stimulating healthcare environment for patients, visitors and staff to enjoy. Every year the team receives lovely feedback from people who say how much they enjoy seeing the health centre used in such a way.
52. The art exhibition is supported by Arts Society Wirral, which kindly funded the artwork frames.

Professional Nurse Advocates (PNA) - celebrating success

53. In early December 2022, we celebrated the success of our Professional Nurse Advocates, class of 2022.
54. The PNA programme launched in March 2021, towards the end of the third wave of Covid-19 and was the start of a critical point of recovery; for patients, for services and for our workforce.
55. The training programme is aimed at nursing colleagues and equips them with the skills to;
 - facilitate restorative supervision with colleagues
 - listen and understand challenges and demands of team members
 - support and deliver quality improvement initiatives in response to service demands



56. For 11 years staff across the Trust and the Executive Leadership team have been meeting on a regular basis to talk together about what matters to staff in our Trust.

57. This protected time brings such value to all who attend, and during November we were thrilled to share some Staff Council reflections as part of the 11th birthday celebrations and use this opportunity to tell you colleagues across the Trust more about Staff Council.

Who are Staff Council and what do they do?

58. Staff Council are a range of staff who have a desire to support each other and work with our Executive Team to advise on messages, communication and change.

59. Staff Council is a proactive group, bringing together a range of staff from different roles, backgrounds, bands and levels who work together and help make sure all voices are heard. This includes staff in clinical roles, therapists, admin, receptionists, social care staff and people working in corporate services. This valuable mix enables learning from each other and sharing experiences from different perspectives, with the same common theme of staff engagement and helping to steer positive change with our Executive Leadership Team.

60. Together we:

- Listen to each other
- Join in discussions
- Share what matters to staff and colleagues
- Talk about what we feel is working well /not working for staff
- Explore solutions
- Connect and engage with colleagues from other teams
- Share experiences
- Feedback to our Execs on staff related issues
- Open up conversations about changes and plans
- Celebrate the success
- Openly discuss the challenges
- Give focus to staff moral and wellbeing
- Get involved in events and campaigns

National news and developments

Industrial action

61. In light of the potential industrial action planned by multiple national trade unions representing NHS clinical and non-clinical staff, NHS England have been working at national, regional and local level to support Trust's to be appropriately prepared with contingency plans that ensure the safety of patients whilst recognising and respecting colleagues right to take action.
62. As an NHS Provider of community health and care services, we have been contingency planning for industrial action however the Trust will not be included in the RCN action due to take place on 15 and 20 December 2022. We are yet to receive further information following the ballots completed by other national trade unions.
63. Our commitment remains to work with our staff, our staff side colleagues and trade union representatives to ensure essential services are maintained and patient safety is not compromised in the event of industrial action.

The Autumn Statement

64. On 17 November 2022 the chancellor of the exchequer, Rt Hon Jeremy Hunt MP, delivered the autumn statement setting out measures to combat spiralling inflation and support public services. The measures announced include:
- £6.6bn of additional funding for the NHS over the next two years to address inflationary pressures
 - Maintaining departmental settlements in cash terms as set out in the October 2021 spending review
 - Confirmation of the publication of a long-term NHS workforce plan next year which will include independently verified forecasts of the numbers of staff the NHS needs over a 15-year period
 - £7.5bn of investment into adult social care over the next two years to support the discharging of medically fit patients out of hospital
 - Targeted support to protect the most vulnerable households via 'Cost of Living' payments
 - Uplift of the state pension and benefits in line with inflation by 10.1% this year
65. A useful NHS Providers' briefing outlining the key fiscal measures and analysis of the implications for the health and care sector is available via the following link - [On the day briefing: Autumn statement 2022 - NHS Providers](#).

New Chief Executive of NHS Providers

66. Julian Hartley has been announced as the next Chief Executive of NHS Providers.
67. Julian who is currently Chief Executive at The Leeds Teaching Hospitals NHS Trust, will take up his new role with NHS Providers, on 1 February 2023.

Delivering the Future Health and Social Care Workforce - Framework 15 - shaping the future workforce

68. In the summer of 2021, HEE were commissioned to produce a Strategic Framework for the health and regulated adult social care workforce over the next 15 years, making the planning assumptions and strategic choices explicit by setting out:

- where we are now
- what people tell us they want from the future shape of care, work, and education (service ambitions)
- the likely impact of key drivers of change on future demand and supply such as demographics and disease, science, and technology
- the overall shape of the workforce required to deliver our ambitions for 2037
- some actions we can all take now to bring the desired future closer
- the big strategic choices that need to be made if we are to realise a different and sustainable future vision rather than just roll forward the past

This framework is the first and necessary step in the planning processes that need to happen at all levels and will inform:

- The Long-term Workforce Plan - which will set out the size and shape of the NHS workforce over the next 15 years, and how that workforce is best supplied
- ICB five-year strategies for health services and ICP integrated care system plans,
- The final publication date is yet to be agreed, but a series of regional roadshows to discuss emerging findings were held throughout October 2022, to inform current decisions and future integrated planning processes

Communications and Engagement

Get Together - Team WCHC Briefing



69. The monthly on-line Get Together meetings continue to be well attended by staff and we continue to use this important engagement forum to share news and updates but also to seek feedback from our staff.

70. I look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.

71. I have also continued to represent the Trust at regular system meetings including Northwest Leaders, Cheshire & Merseyside Providers Chief Executives, and Cheshire & Merseyside Mental Health, Learning Disabilities and Community Provider Collaborative (MHLDC).

Congratulations!

72. Congratulations to Jen Hannay, Lead Exercise Physiologist and Joint Lead for

Cardiovascular Rehabilitation Service for being nominated as a British Heart Foundation, Healthcare Hero.

73. This nomination comes from a service user and the awards recognise the incredible people who help to support BHF's lifesaving science into heart and circulatory diseases.



74. Our monthly Stand Out winners for November 2022 were the **Claughton Community Nursing Team**. The Team was nominated by Katy Fisher, Practice Education Facilitator to recognise their work to ensure our students have the best learning experience. In the nomination Katy shared some outstanding feedback from a student nurse who experienced an exemplar learning experience scoring it 100% with the following comments.

“This placement has been the best experience, I have had opportunities to learn new skills, and both my assessor and supervisor have been a fantastic support and have helped me gain confidence and made me feel at ease, I can’t thank them enough for their time and patience. All the nurses there are supportive, welcoming and kind, nothing is too much trouble, and they will help and guide you with anything you need”.

75. Congratulations to the team for this recognition from colleagues right across the Trust.

Summary of Executive Leadership Team (ELT) business in October and November 2022

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

- A Wirral system sitrep including the system response to winter planning for 2022-23.
- 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.
- Measures to support staff with cost-of-living pressures including approval for the implementation of a staff benefits platform, VivUp.
- Financial performance and progress towards achieving the Productivity & Efficiency target, including agreement to apply a percentage target to executive portfolios for 2023-24.
- Preparedness for potential industrial action by national trade union organisations.
- Updates on the Five-Year Organisational Strategy including agreement on key reporting routes.

77. During October and November 2022, the following were approved by ELT:

- An increase in the electric vehicle charging rate charged to staff, to bring it in line with the rate paid by the Trust for electricity.
- The transfer of ownership of leases for a number of premises from NHS Property Services to the Trust.
- Payment of recruitment and retention premiums to staff in the Knowsley 0-25 service to address gaps in recruitment.

- A business case for submission to the Integrated Care Board for an IV antibiotic therapy service to support winter pressures.
- A standard operating procedure for implementation of the centralised training budget.
- The Trust's revised Standing Financial Instructions and Delegated Financial Limits to progress to Finance & Performance Committee and the Board of Directors for final approval.
- New templates for business cases and committee papers.

78. Additional items were also presented to ELT for assurance or discussion including:

- An action plan for the implementation of a safe staffing model in the Community Integrated Care Centre.
- Measures to improve performance against targets in the Knowsley 0-25 service.
- An update on talent management and succession planning in the Trust.
- Plans to maintain energy supplies to Trust sites during winter 2022-23.
- An overview of the Trust's approach to research and innovation.
- A briefing on the Trust's recruitment campaign.

Conclusion

79. I hope you find this report interesting and helpful, and it provides a clear description of the current priorities for the Trust and the key activities underway to address them.

Karen Howell
Chief Executive

Alison Hughes
Director of Corporate Affairs

8 December 2022