

Chair's Report - August 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 - Security Services

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'. However, such events should be kept to a minimum by effective planning of contract scheduling and timescales in time with well-known Board meeting schedules.

In line with the e-governance process, on 29 July 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 security 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 - Meredydd David

We were delighted to welcome our new Audit Chair to the Trust on 1 July 2024.

Meredydd has already been involved in a number of key committee and board meetings and chaired his first Audit Committee meeting in mid-July 2024.

We are all very pleased to be working with Meredydd and look forward to benefitting from his extensive experience and knowledge.

Associate Non-Executive Director (NED) - Emma Robinson

We were also delighted to welcome our new Associate NED to the Trust on 14 August 2024.

Emma joins us on a two-year developmental programme aiming to help and support the next generation of talented people into board level roles in the NHS.

Emma is the Head of Work Based Learning and Enterprise at Liverpool John Moores University, having worked there for over 25 years in a number of different roles that have all connected students to business.

We are all looking forward to working with Emma and supporting her on what we hope will be a very rewarding and useful experience.

Team WCHC Awards 2024

We were delighted to have received more nominations than ever before for this year's Team WCHC Awards and it is with thanks to all those who supported the judging process that we were able to publish the shortlist at the end of July 2024.

My congratulations to everyone that was nominated and all those shortlisted. I hope that the enjoy the occasion which will celebrate their work.

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 review commenced in May 2024 and has two stages with stage one involving the identification of opportunities for and potential benefits (including financial) for collaboration and integration across health and care in Wirral.

The initial findings of Stage One were shared with NHS Cheshire and Merseyside and local providers in early July 2024 and at the Place Based Partnership Board on 25 July 2024.

It is pleasing to note that the first phase identified the many areas where collaboration is already in place but has also highlighted further opportunities to align clinical pathways and services to reduce unwarranted variation for our patients and combine resources to deliver the optimum patient pathways.

Between this Trust, WUTH and Wirral Place partners, there are already many examples of positive and effective partnership working for the benefit of patients and the population in Wirral.

Phase two of the review is underway with further workshops with partners scheduled to agree next steps.

Reflections and farewell as Chair of the Trust

This is my last Board of Directors meeting as the Chair of this Trust.

I will be ending my term of office in early September 2024 after 7 years and I will be handing over to my very capable Deputy Chair Mr Gerald Meehan, who will become the Trust's interim Chair until a more permanent arrangement is agreed.

I would like to extend my huge thanks to all members of the Board, Executive and Non-Executive, past and present, for their tremendous support, dedication and hard work. The individual and collective experience of this Board is extensive and their passion and determination to serve the local population is impressive and humbling.

I have also enjoyed the support and challenge of an interesting group of Governors, who bring a wealth and variety of experience and expertise to the service of the Trust. They provide an important and insightful perspective to the Trust, ensuring we hear the voice of our local population.

This Trust is a wonderful place to work; the staff are not only extremely professional and talented in their respective fields, but they care deeply for each other and for the people they care for every day. Their ambition and willingness to transform services is strong and they are champions of the NHS and the importance of community services to support people to stay well and live independently at home.

I will be sorry to leave this organisation, but I knew when I started that my maximum time span was 3 years times two – and I managed to squeeze out another exceptional extra year to make it 7 years!

I remind you that in my public interviews I did advise you not to appoint me! I had to learn 'NHS-speak' quickly and some of the weird processes utilised by the NHS, especially its approach to finance. My time with you has been personally extremely rewarding and I will remember it fondly. The way in which the people in the Trust worked between CQC inspections, leading to the fabulous result of last summer epitomises the strength and resolve of this organisation and its focus on serving its patients/clients. Long may the Trust continue working with local partners to support our populations with the high-quality services they deserve. This will include me!

Thank you for your support and I wish Wirral Community Health & Care NHS Foundation Trust a successful future. You do an excellent job and have established an excellent culture to support each other and the people that you serve. This will include me as a client going forward.

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

Michael Brown
Chair

9 August 2024

Lead Governor Report

Audit Chair

On behalf of the Council of Governors I would like to formally welcome Meredydd David to the Trust as Audit Chair. We are all looking forward to working with Meredydd in this important role.

Associate Non-Executive Director

On behalf of the Council of Governors I would like to formally welcome Emma Robinson to the Trust as Associate NED. We are all looking forward to working with Emma and supporting her during the development programme.

Council of Governor elections

The Board of Directors supported the proposed revision to public governor seats at the meeting in June 2024 and we are now working to agree a date to commence elections recognising the summer holiday period.

The Trust will be launching an awareness campaign in advance of the nomination window opening and I encourage all interested members to get involved to hear more about the role of the FT governor.

I will provide regular updates as the election process is confirmed.

Team WCHC Awards

The governors were delighted to learn that the highest number of nominations for the Team WCHC Awards 2024 were received this year, and we look forward to getting involved in judging the People's Choice Award in the coming weeks.

All governors are looking forward to the awards event on 25 October 2024 which will celebrate the many achievements of Trust staff.

Your Voice Group

The Your Voice Group met on 15 July 2024 with another varied and busy agenda which included an update on patient experience data from services across the Trust, the working carers staff network group and a request for members to contribute to the development of a wound care management leaflet for patients and carers.

The members of the group were particularly pleased to note the high volume and high satisfaction scores of patient experience feedback using the NHS Friends and Family Test.

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 24 September 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 Governor Quality Forum will meet on 14 August 2024 following the last meeting of the Quality & Safety Committee in July 2024.

The CoG will meet 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.

Thank you to Professor Michael Brown

On behalf of the Council of Governors, I would like to extend my sincere thanks to Professor Michael Brown for his leadership and support as Chair of the Trust.

Over his 7 years at the Trust, Michael has always engaged positively with the governors and valued our individual and collective experience and respected our views.

I wish Michael all the very best and extend our support to Gerald Meehan as he takes up the role of interim Chair.

Lynn Collins
Lead Governor (public governor, Wirral West)

9 August 2024

Interim Chief Executive's Report - August 2024

1. I am pleased to present this report 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

Farewell to Professor Michael Brown, CBE, DL

2. On behalf of the Executive Team, I would like to extend our sincere thanks to Michael for his support, dedication and commitment to the Trust over the last seven years as our Chair.
3. Michael has brought great experience, wisdom and insight to the Trust and his ambition for the organisation and the care and compassion he has shown to every member of staff has been highly appreciated.
4. Michael has been a champion of NHS community services and as a Wirral resident we know he will continue to be an advocate for our services.
5. I would like to also extend my support to Gerald Meehan who will be our interim Chair with effect from September as Michael ends his term of office and leave us. Gerald is already a highly respected and valued member of the Board and I look forward to working with him as interim Chair.

Director of Integration and Delivery

6. Jo Chwalko, Chief Operating Officer for the Trust has started in a new role working jointly across our Trust and Wirral University Teaching Hospital as Director of Integration and Delivery.
7. This joint role demonstrates a deep commitment from both WCHC and WUTH CEO's and Executive Teams to maximise existing collaborative practice and create new opportunities to deliver outstanding and integrated services, ensuring people receive the right care in the right place at the right time. Jo has experience of working for both organisations as a nurse at WUTH earlier in her career, before moving into a range of operational roles here at WCHC.
8. Jo has already been instrumental to the Wirral health system in her role as WCHC COO. Working with colleagues across both organisations and other partners, she has facilitated joint working and collaboration ensuring the patient comes first as they move between urgent, acute and community services. Jo has built a wealth of experience and insight in this area and is ideally placed to support both organisations focusing on operational and clinical pathways, reducing duplication and streamlining where possible.
9. Jo is the Senior Responsible Officer (SRO) for the HomeFirst Service, which has been highly successful in bringing together both organisations and council partners to deliver an integrated service and reduce length of stay in the hospital.
10. This new role is an interim position for a minimum period of 12 months. During this time, Bradley Palin will be our Interim Chief Operating Officer and Toni Shepherd will be our Interim Deputy Chief Operating Officer. I look forward to working with both Brad and Toni.

11. Jo will remain present and visible in the system and in both organisations including attendance at future Board meetings.

Wirral Place Review

12. The initial findings from Phase 1 of the Wirral Place Review which is looking at further collaboration and integration opportunities between acute and community services were reported to the Place Based Partnership Board in July 2024.
13. The first phase identified the many areas where collaboration is already in place but also highlighted further opportunities to align clinical pathways and services to reduce unwarranted variation for our patients and combine resources to deliver optimum patient pathways. This includes areas such as reducing hand offs between partners, maximising the use of community and neighbourhood services to support hospital admission avoidance and identifying areas where we can share resources across our corporate functions.
14. Across our Trust, WUTH and Wirral Place partners, there are already many examples of positive and effective partnership working for the benefit of patients and the population in Wirral. We want to continue to maximise the positive impact of these workstreams.
15. Phase two of the review is underway with further workshops with partners scheduled for September to agree next steps.

Children and Young People's Risk and Resilience Service

16. Following a competitive tender process led by Wirral Council, we are delighted to have been awarded a five-year contract to deliver the Children and Young People's Risk and Resilience Service in Wirral.
17. The aim of the service is to empower children and young people to develop knowledge, skills and confidence to make informed decisions about their health and wellbeing. It will complement our existing Wirral 0-19 Service offer.
18. The Risk and Resilience Service is structured around:
- Sexual health education
 - Drugs and alcohol
 - Anger management
 - Weight management (Fit Club)
19. On behalf of the Board of Directors I would like to congratulate the bid team. This is a fantastic achievement and reflects the outstanding care delivered to the children, young people, and families of Wirral every day.
20. The contract mobilisation is well underway and will go live in September.

Team WCHC Awards 2024



21. In late July 2024, it was wonderful to be able to announce the shortlist for this year's Team WCHC Awards.
22. We received over 140 nominations which was wonderful as I recognise the time and effort that goes into writing and reading every nomination. I am therefore so grateful to everybody that took the time to submit a nomination and also to the judges who gave their time so willingly.
23. Every nomination reflects our values of compassion, openness and trust and are evidence of the diverse nature of what we do, caring for and supporting people from the start of life to the end - all with the shared purpose to support each other and our communities to live well.

Category	Name	Team/ Service
Excellence in Care	Christopher Malcolm, Nurse Practitioner	Minor Injuries Unit
	Family Nurse Partnership Team	0-19 Service Wirral
	Hannah Short, School Nurse	0-19 Service Wirral
Excellence in Learning	Katy Fisher, Practice Education Facilitation Lead	Learning & Organisational Development
	Rosie Marlow, Dental Core Trainee	Specialised Dental Service
	Terence Law, Service Performance Officer	0-25 Service, Knowsley
Excellence in Quality Improvement	Gemma Tutill, Tissue Viability Nurse	Tissue Viability Team
	Janice Naybour, Staff Nurse	Community Intermediate Care Centre
	Speech and Language Therapy Team and Dietetics Team - Children's	
Excellence in Leadership	Alison Hunt, Service Lead	Urgent and Primary Care
	Jo Gillman - Service Lead	0-19+ Service Cheshire East
	Stephanie Kermode, Health Visitor	0-19+ Service St Helens
Excellence in Partnership Working	Amie Cavanagh Williams, Service Lead	Urgent and Primary Care
	Infection Prevention and Control Service	
	Moreton and Meols Primary Care Network, Ageing Well and Frailty Team	
Excellence in Inclusion	David Williamson-Draper, Nurse Associate	0-19 Service Wirral

	Philippa Barnett, Safeguarding Specialist Nurse - Cared for 16+ and Transition	Safeguarding Team
	Staff Networks	
Unsung Hero	Christine Weatherstone, Chief Management Accountant	Finance Team
	Tiffany Williams, Community Staff Nurse	IV / nMABs
	Victoria Crosby, Health Visitor	Wirral 0-19 Service
Team of the Year	Contact Hub	
	Neurodevelopmental Team	
	Sexual Health Wirral and Liverpool University Hospitals NHS Foundation Trust and access sexual health	
	Walk-in Centre Nurses	

Annual Report and Accounts 2023-24

24. I am pleased to advise that the Annual Report and Accounts for the financial year 2023-24 have been completed.
25. The Trust's external auditors Grant Thornton successfully completed all aspects of the audit programme and provided the Trust with an unqualified opinion. It was particularly pleasing to receive the auditors 'Value For Money (VFM)' assessment which confirmed no risks of significant weaknesses in relation to financial sustainability, governance or improving economy, efficiency and effectiveness.
26. The Trust's Annual Report for 2023-24 also celebrates the many achievements by the Trust during the financial year including strong performance in relation to the delivery of services, excellent patient feedback and the result of the CQC inspection in 2023.
27. The Trust's Annual Members Meeting will be held in October 2024.

Annual Quality Account 2023-24

28. I am also pleased to advise that the Trust's Annual Quality Account 2023-24 has been published and is accessible via the following link - [Annual Quality Account 2023-24 - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/annual-quality-account-2023-24).

Celebrating health and wellbeing in our community

29. On Wednesday 19 June 2024 we held our fourth NHS Celebration and Sharing event at St Catherine's Health Centre, Birkenhead, and it was another successful and enjoyable event.
30. With a focus on health and wellbeing the event, which was open to the public, provided 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.
31. We were delighted to have so many Trust services exhibiting and appreciated the support of many of our partner organisations including Age UK, Wired, Flourish Wellbeing, Health

Watch, Tomorrow's Women, Koala Northwest, DA Languages, Signalise and Health Assured.

32. I would like to extend my thanks and congratulations to everyone involved in delivering such a successful event.



Your Experience - the importance of feedback

33. In June 2024 we received over 2,545 responses to our patient experience survey with 93.4% of people recommending our services. So far this year, we have received 8,070 responses with 93.2% of people recommending our services.
34. This is a sustained, strong performance and reflects the hard work and dedication of our staff right across the organisation.



Celebrating the achievements of our NHS Cadets across Wirral, St Helens, and Knowsley

35. Wirral Community Health and Care NHS Foundation Trust (WCHC) is the first community trust in the UK to deliver the NHS Cadets Programme. Launched in October 2020, the 12-month programme engages with young people who would not normally get the opportunity to work or volunteer within the NHS. The Programme is delivered in partnership with St John Ambulance and gives local young people, aged 16-18, a flavour of what it is like to volunteer and work in the NHS, as well as giving them the confidence and tools they need to develop and prepare for life.
36. In 2024 the programme was delivered across Wirral, St Helens, and Knowsley with the support from youth partners at The Hive and Vibe UK.
37. Throughout their journey the NHS Cadets excelled in so many ways - they engaged in sessions on transferable skills such as communication and teamwork, participated in workshops around mental wellbeing and first aid awareness and gained insight into clinical services such as Community Cardiology and Physiotherapy.

38. NHS Cadets Programme 2024 at a glance...



39. As part of the 2024 programme young people completed two questionnaires to measure impact. Areas addressed within the questionnaire include: resilience, confidence, ambitions, feeling valued, goals and aspirations and further education / employment.

40. At the end of the programme findings highlighted:

- Young people's resilience levels had increased from 10.87% to 30.77%.
- 40% increase in young people feeling more confident about meeting new people.
- An increase from 26% to 64% in young people stating that they have positive ambitions for the future.
- 97.44% of young people were motivated to make a difference in their community. This rose from 80.43% at the start of the programme.
- An increase of 39.15% in young people's confidence in writing a CV.
- 94.87% of young people considering a role within health and care.

41. Celebratory events took place across the localities giving young people the opportunity to come together to celebrate their remarkable achievements and share their experiences of the programme.

42. Feedback from our NHS Cadets

"I enjoyed getting to meet new people and how comfortable the people were. maybe more trips to go on to make it better."

"Overall, the NHS program has made me feel more confident about myself and developed my understanding towards the NHS. It has also made me more passionate

about working in the NHS in the future.”

“I've enjoyed everything throughout my time in NHS Cadets, I was able to go through it with some of my best friends which really made a difference, but what made the biggest difference was the staff, they have never let us down, not once, they always try making activities interactive and fun while we are still learning, the course itself is remarkable and I would highly suggest this to anyone else looking on going into the NHS in the future.”

“I loved how engaging the program was and how we got to participate in a range of different activities, both practical and theory. It was great to be able to talk to and meet a range of different professionals within the NHS and learn about their roles in health and social care and the wider community.”



*NHS Cadets from The Hive celebrating at the graduation event
(NHS Cadets Programme, Wirral)*



*NHS Cadets from Vibe celebrating at the graduation event
(NHS Cadets Programme, St Helens, and Knowsley)*

Marking awareness weeks at WCHC

43. 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.
44. In June 2024 we recognised **Clinical Audit Awareness Week** - run in collaboration with the National Quality Improvement Network (N-QI-CAN) which promoted and celebrated the benefits and impacts of clinical audit and quality improvement work in healthcare.
45. My thanks to all colleagues across the Trust who supported and got involved in the activities.

Responding to global IT outage

46. My thanks to all staff across the Trust who supported the response to the global IT outage in July 2024. Whilst Trust systems and services were not directly affected, we supported colleagues across primary care and the wider health and social care sector to ensure service continuity for our patients and communities.

National news and developments

New chief nursing officer for England announced

47. **Duncan Burton has been appointed as Chief Nursing Officer for England.**
48. A nurse of more than 25 years, Duncan was most recently Deputy Chief Nursing Officer where he led national work on the maternity and neonatal programme, workforce policies and the children and young people's transformation programme

Reports of interest published

49. The following are some reports recently published and of interest to members of the Board.
 - **NHS Providers - Home is where the heart is: well supported community services are vital for the 'next generation' NHS** - This article by CEO of NHS Providers, Julian Hartley reflects on the vital role of community services noting that latest figures show that there were 8.6 million community care contacts in January 2024 - a 13% increase on the same month in 2023 - [Home is where the heart is: Well supported community services are vital for the 'next generation' NHS - NHS Providers](#)
 - **NHS Confederation - The state of NHS finances 2024-25** - The report examines the financial challenge facing NHS organisations - [The state of NHS finances 2024/25 | NHS Confederation](#)
 - **NHS Providers - Providers deliver: achieving value for money** - This report shows how hospitals, mental health, community and ambulance services are finding new ways to provide better care and value for money - [Providers Deliver: Achieving value for money \(nhsproviders.org\)](#)
 - **Royal College of Nursing - Corridor care: unsafe, undignified, unacceptable** - The report shares the results of a survey of almost 11,000 frontline nursing staff across the UK - [Publications | Royal College of Nursing \(rcn.org.uk\)](#)
 - **Information Commissioner's Office - Learning from the mistakes of others: A retrospective review of cybersecurity** - The ICO analysed trend data and shared lessons that organisations can learn from common security mistakes - [Learning from](#)

[the mistakes of others - A retrospective review | ICO](#)

- **Association of Directors of Public Health - Integrated care systems report 2024** - This report summarises the results of a survey to investigate and understand the experience of DsPH when engaging with ICSs - [ADPH-Integrated-Care-Systems-Report-2024.pdf](#)

Communications and Engagement

Get Together - Team WCHC Briefing



50. 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.
51. 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.
52. We also enjoy hearing from services and staff across the Trust providing a 'spotlight on services' and my thanks to Alison Jones, FTSU Guardian who gave a great presentation on our FTSU culture and arrangements across the Trust and we heard from one of our FTSU Champions on the importance and value of their role.
53. I look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.

Congratulations!

54. I would like to congratulate Sharon Davenport, Katy Fisher, Samson Owoyokun, and colleagues from East Cheshire NHS FT and Mid-Cheshire Hospital NHS FT who have had a research article accepted for publication in the Internal Journal of Practice-based Learning in Health and Social Care. The article is titled '*An exploration of placement travel and accommodation issues for nursing, midwifery and allied health professional students, universities and practice educators*'.



55. Our monthly Stand Out winners for June and July 2024 were VCH Walk-in Centre Team and Angela Howard, Head of PMO.
56. In nominating the Walk-in Centre Team, Alison Hunt said;

“Lauren Davies, Yvonne Scott, Rebecca Jones, Chrissie Thomas, Tiny Chatira and Louise Taylor were on duty at Victoria Central Walk-in Centre when a taxi arrived with an unconscious patient in the back seat who was in cardiac arrest. The staff involved successfully resuscitated this patient in the back of the taxi as they were unable to move him. A big thank you also to Jo Langton for supporting the staff by phoning for an ambulance.

The staff's vigilance, swift actions and interventions saved this gentleman's life, and I am pleased to say that he was conveyed by the ambulance service to Liverpool Heart and Chest Hospital to continue with treatment.

It goes without saying that an emergency like this is always stressful for staff and it has to be acknowledged that the staff did an incredible job under the circumstances. This is a massive thank you, to you all from myself and the Lead Nurses, Well done all – we are so incredibly proud of you all.”

57. In nominating Angela Howard, Steve Smith said;

“Angela's dedication, resilience, and unwavering support have been instrumental in the successful mobilisation of Sexual Health Project Plans and the broader initiatives within the Birkenhead Locality.

Her comprehensive understanding of the locality's needs and hers strategic oversight have ensured that all initiatives are aligned with the broader community goals. Her strategic foresight and commitment have been vital to the success of the Birkenhead locality mobilisation. Angela's contributions are truly deserving of this stand out award.”

Summary of Executive Leadership Team (ELT) business

58. 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 and an update from the newly appointed Director of Integration and Delivery.
- 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, including approval of a revised pre-tender process and tender decision-making template.
- Plans for the future provision of medical and pharmacy services in the Community Intermediate Care Centre.

59. During June and July 2024, the following were presented to ELT for approval;

- Recommendations from the weekly vacancy control panel.
- An enhanced process to support the vacancy control panel to make decisions and assure safe levels of staffing.
- Amendments to the Trust's 5 Year Strategy for presentation to the Board of Directors for ratification.
- A proposal for the Trust to participate in a Micro-Exercises pilot to encourage staff to take short exercise breaks during the working day to boost their wellbeing.
- The programme for future engagement meetings with the Care Quality Commission.
- The revised Standards of Dress and Uniform Policy.
- The proposed approach for the season flu vaccination programme for 2024/25.

- A feasibility study to explore locations for the expansion of dental student training at the Trust.
- Details of the Leadership Forums and Leadership for All Event in the autumn of 2024.
- The Terms of Reference for ELT meetings

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

- Updates on the Trust's Cost Improvement Programme.
- Updates on the system-wide review of neurodevelopmental pathways.
- An overview of the District Nursing Development Project.
- A report on the Trust's alignment to the Sexual Safety of NHS Staff and Patients Programme.
- The formal evaluation from the facilitators of the Shadow Board Programme.
- The Social Value report for 2023/24, highlighting areas of progress against the Trust's five social value themes.
- Updates on the completion of staff appraisals.

Conclusion

61. 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

9 August 2024