NHS
Gloucestershire
Managed Services

Annual Review

2023–2024

TOGETHER, EXCEPTIONAL EVERY DAY.

Welcome from the Chair

Kaye Law-Fox
GMS Chair

I am pleased to welcome you to our GMS annual review of 2023/24.

The GMS annual review of our fifth year of operation shares our achievements, challenges, and future endeavours.

We have many reasons to celebrate our staff, including our Catering Team winning at the Staff Awards.

We have had great success in recruiting over 70 new people to support our business objectives and fill roles that have been vacant for some time and have had over 21 apprentices at GMS; giving these staff a wonderful opportunity to gain hands-on practical experience in their chosen field, and the opportunity to achieve the GMS Apprentice of the Year. Our aim is to have more staff development including supporting colleagues moving on to degrees, such as in facilities management. We also remember those staff we have lost and thank those staff who have retired.

Financially, despite national economic uncertainties, we have submitted pre-audit profit after tax, all of which has been paid as a dividend to the Trust Group; and we continue to contribute to the Group by delivering the wider capital programme, cost improvement savings and financial sustainability targets.

Operationally, we have challenged ourselves to review our structure, processes, and procedures to ensure that we are safe, compliant, and fit for purpose. Over the past year, we have demonstrated resilience and adaptability and have made significant strides especially in materials management process improvements, changeover of mail service providers and increased set production in our sterile services department partnerships. These initiatives have all enhanced our efficiency and productivity.

Furthermore, our commitment to our community has remained steadfast. We have continued to deliver initiatives around the hospital sites that promote environmental sustainability, and community engagement. We have even branched out supporting an exhibition at the Malvern Show. These efforts reflect our values and our dedication to making

"Together, we have achieved significant milestones, and I am excited about the opportunities that lie ahead for our organisation."

a positive impact on the health and well-being of all staff, patients, and visitors.

The review of structure, processes and procedures extended to the operation of GMS Board. We welcomed three new Board Members (to replace three), created an additional Executive Director (from within our director numbers) and have initiated three committees to support Board in its scrutiny and oversight responsibilities.

All this enables us to report compliance activity to the Trust with greater levels of assurance.

Looking ahead we recognise that there are more opportunities for us to continue to stabilise our operational changes and workforce numbers, and to innovate whilst living within our means. We remain focused on agility and staff and customer satisfaction as we pursue our strategic objectives.

There have been a few notable issues to deal with as an organisation, and many of our staff have shown remarkable determination and innovation in fulfilling our mission and working to overcome them. We will redouble our efforts next year.

In conclusion, our commitment to serving healthcare providers in Gloucestershire remains determined, and I want to express my gratitude to our staff, our customers, and our partners for their continued support. Together, we have achieved significant milestones, and I am excited about the opportunities that lie ahead for our organisation.

Thank you.

The GMS board

The role of the GMS Board is to oversee strategic direction and the operational performance of GMS. The Board meets formally on a monthly basis and also on a bi-monthly basis to discuss strategic business development.

The GMS Board Directors during 2023–24 were:

Kaye Law-Fox,
GMS Chair

Simon Wadley,
GMS Finance and
Commercial Director

Terry Hull,
GMS Strategic Asset
Director

Richard Alden,
Non-Executive Director

Rebecca Pritchard,
Non-Executive Director

Trevor Graham,
Non-Executive Director

Performance review

GMS continued to support the Trust's clinical and non-clinical operations in the year, adapting and adjusting the provision of service in collaboration with the Trust. Some of the highlights:

- Through collaboratively working with the Trust recruitment team, GMS has been able to increase the headcount significantly during the year growing by 12% to 737, focusing on staff retention and reducing GMS use of Agency staff in the latter six months of the year, due to a review and changes in the GMS terms and conditions supported by the Trust and unions.
- The key change in service requirement is related to the National Cleaning Standards. GMS has made significant progress in relation to delivering this essential change to it's service level to the Trust and is within the last percentage quartile in relation to service level achievement.
- Health and Safety, Fire, Water and Security were key areas of focus and remain so going into 24/25, but GMS has progressed multiple action plans regarding activities to mitigate the associated risks, and partnered with the Trust to map out the requirements.
- The catering Team won an award for corporate support team of the year, well deserved for all their efforts to meet patient catering requirements, the excellent Iftar events they hosted and stepping up to deliver the welfare offerings the Trust put in place for staff.
- Sterile Services and Medical Engineering both retained their ISO accreditations with minimal audit findings.
- The postal team have successfully onboarded a new supplier after many years with the previous one, so seamless that no service disruption occurred.
- GMS has also been assisting the Trust in enabling of the Strategic Site Development project across both Hospitals, and the implementation of the PSDS SALIX fund to improve and enhance Gloucestershire Hospitals utilities infrastructure, increasing our use of alternative energy and supporting the objectives of the GHNHSFT Green Plan and the drive toward the NHSE/I Net Zero Carbon target for 2040.
- GMS entered a new partnership with the Gloucestershire Hospitals charity and it's volunteers to support the running of the retail outlets in Cheltenham previously undertaken by the Royal Voluntary Service.
- GMS financial performance has been impacted by inflationary cost pressures not anticipated within plan, along with pay pressures associated with pay awards and premium pay rates to cover significant vacancy levels.

2023–2024 Strategic Initiatives

Key highlights for GMS included:

Key goals

- Implementing National Cleaning Standards
- Enhanced collaboration with the TRUST
- Sterile Services and Medical Engineering retain ISO accreditation
- Catering Team won an award for corporate support team of the year

Financial

£95,265k
turnover

£1,269k
profit after tax

£4,276k
non contractual income

£30,594k
Capital expenditure

£24,123k
Capital delivery

£1.5m

Materials management savings for the Trust

Staff and Engagement

Created a Workforce Development Plan

Created an Organisational Development Plan

Implementing the Colleague to Customer Improvement Programme

Service performance

A key requirement from GMS' customers is that GMS delivers an exemplary service and to ensure this happens GMS is set monthly targets called Key Performance Indicators (KPIs).

The measurement of these KPI outcomes allows us to identify challenges, make improvements to customer service and provides key information to our staff, Board and stakeholders as to whether targets are being reached, service performance maintained and identify service improvement opportunities. An overview of our KPI outcomes for 2022–2023 is set out below.

Domestics

From June 2022, GMS have reported monthly KPI's reflective of the new National Cleaning Standards 2021 (NCS) Target Scores prior to the project plan being rolled out.

During 2023–2024 the Service has rolled out the new standards in 71% of the areas across the hospitals and performance has been to a good level. At the start of Q3 the project was paused and no further progression has been made, with the inpatient areas at GRH being those still to do.

Although the project was paused the delivery of the contracted KPI's and the performance in the 71% of NCS areas has been in line with the target scores. The remaining 29% of areas will be rolled out during financial year 2024/2025 following approval to proceed by the Trust.

Deaf Awareness Week (6–12 May 2024), was commemorated at GMS this year in order to promote greater awareness and understanding of the challenges faced by the deaf community, and to help to break down the communication barriers that prevent deaf people from fully participating in society. Inclusion is something the organisation is passionate about and there are things we can all do to ensure that both colleagues and patients feel more included.

In support of Deaf Awareness Week, Shananne Squire, GMS Domestic Assistant was joined in a video by Mark Pietroni, Medical Director, Kaye Law-Fox, GMS Chair to discuss what deaf awareness week means on a personal level, some of the challenges faced and what you can do to support colleagues and patients who are hard of hearing or deaf. Visit the GMS website to view the video.

Catering

KPI performance across the whole Catering Service has been very high and despite the challenges of the fantastic Well-being Discounts the Service has remained compliant and standards are high.

The Patient-Led Assessments of the Care Environment (PLACE) did take place in year and the results were consistent to that of previous years, whereby the infrastructure and operating model of the Service ultimately influenced the outcome scores. The team were also successful in their nomination for the 'Support Services Ambassador' Award at the 2023 Staff Awards held in November.

Facilities: Car Parking, Grounds, Security, Switchboard and Transport

The KPIs for Car Parking, Grounds, Security, Transport and Waste were all 100% throughout the year, with the exception of Waste reporting due to delays in the receipt of invoicing for the Service. The GMS switchboard team have consistently met their target of 95% for emergency calls.

The provision of future Security Services started to be developed by the Trust to help improve Security across Trust Sites and address the Violence and Aggression levels. This is expected to conclude in 2024/2025.

Linen and Uniform Services

KPI for Linen Services performed well across the year and there was an increase in uniform purchasing by GMS on behalf of the Trust supporting the overall recruitment drive. The Level of Linen Service was consistently delivered at 100% each month as the requirement for linen availability was met.

Materials Management

The warehouse has been driving more of the Trust's purchasing of consumables through GMS and NHS Supply Chain saving significant sums of money for the Trust in efficiencies.

The department has been optimising efficiency to meet demand without excessive overstocking. The warehouse layout and organisation has been designed for efficient movement of materials, and items are stored in a manner that maximises space utilisation and minimise damage. There has been ongoing training carried out with the staff to equip them to handle the electric pallet trucks operating skills. Orders are being placed in a timely manner to prevent stockouts as much as possible.

All opportunities for cost saving have been negotiated with a total of £1.5 million being saved this year and an overall savings.

Portering

The porters have four KPIs to meet, though their ability to meet these can be affected by the number of Emergency and Violence and Aggression (V&A) calls received.

The number of V&A calls remained high when comparing to previous years, but the team performed very well within the KPI performance and ever-changing priorities of the Trust with moving to full compliance against KPI's by the end of the financial year. This improvement is from a better understanding of the reporting system, teamwork progression and the productivity of the team.

Medical Engineering

Medical Engineering has provided its services to 140 unique sites, performed 13,650 planned preventative maintenance (PPM) tasks, 9,500 reactive maintenance (Repair) requests, 21,293 PAT tests and has met the Trust KPIs for reactive maintenance and planned preventative maintenance in all 12 months of 2023 / 2024.

They have also successfully recertified their ISO 9001:2015 qualification for Management Systems, Standards and Guidelines for the provision of Medical Engineering Services.

The age profile of many medical devices continues to be an issue with devices going out of support in terms of spare parts and supplier technical support and the many ward moves in the year have placed additional pressures on the team. Despite this, Medical Engineering has been instrumental in the design and installation of the patient monitoring system across the acute sites along with the introduction of the new generation anaesthetic machines.

Capital

The Capital Plan spend for 2023–2024 has been confirmed £33,435,000. This has been a busy year for the Capital Team, with most of the allocation being spent on ongoing projects but with just under thirty other projects that were completed in year or initiated for spend in 2024–2025.

The facade engineering works to the GRH Tower Block which are being carried out under the Public Sector Decarbonisation Scheme are 50% complete.

A pair of peregrine falcons have nested on the Tower Block for some years and to facilitate the works a new nest box was constructed on a part of the roof which was out of the area of construction. However, it was not possible to remove the old nesting box before the peregrines returned and they decided to return to it and not move into the new one. They have now laid eggs which is great news for the peregrines but not so much for the facade works which will need to stop in that location until any chicks are fledged!

The IGIS scheme is moving along at pace and is due for overall completion in August 2024. The first two phases are complete – Ultrasound, Xray the new Gamma Camera facility in Nuclear Medicine and the first two Cath Labs are now all operational. In the remaining areas of the second stage most of the partitions in Recovery are completed, and the lead work in the Imaging area is progressing.

Vascular Theatres 3 and 4 are due for completion in September 2024; works are progressing in phases to ensure the integrity of the fire compartmentation is maintained throughout the works. The slab has been found to be less than optimum depth to support the new imaging equipment that is to be installed, and this has led the requirement for a significant amount of complex additional supports to be designed and installed.

"The facade engineering works to the GRH Tower Block Scheme are 50% complete."

Electrical Infrastructure. Two Generator Sets have been purchased and are now in storage awaiting installation. These will accommodate the increase in site wide capacity and to provide N+1 electrical resilience at GRH. N+1 means the electrical capacity that is needed to run the (GRH) site with one extra element as a back-up in case one element goes down. In this instance one additional generator is required.

A series of Ward moves totalling more than £1m were carried out with a series of refurbishment projects that were carried out sequentially to allow the Trust to move wards to follow an operational plan.

Fire protection works to Avening Ward at CGH have been completed; these works were required to provide the required fire separation between the Gloucestershire Strategic Site Development (GSSD) Theatres.

Scoping works for ventilation upgrades have been carried out based on the risk of the individual Air Source Heat Pumps; these works will be continued this year.

The Fire Alarm upgrade has been

scoped and tendered for GRH site and will start up in 2024.

Tower block facade insulation and window replacement

GHNHSFT successfully bid for £10m from the public sector decarbonisation scheme phase 3a. The majority of the grant has been spent on upgrading the fabric of the 10 storey Tower Block.

The Tower Block houses a large number of wards. The building is very prominent on the Gloucester skyline. Built in the 1970s, its original exterior was a drab brown with single glazing. The building was suffering from air leakage which caused patients' discomfort.

The project will deliver just under 4 GWh of gas savings and 698 tCO2e annually. The insulation should provide a more comfortable environment for patients and the restricted opening windows will allow natural ventilation into the spaces.

Visually, the Tower Block looks much smarter and cheerier.

The new façade will also extend the working life of the building, protecting the original pre-cast concrete construction from further weathering.

Sterile Services Department (SSD)

Sterile Services Department have increased set production from 229,892 sets reprocessed in 2022 to 238,890 sets in 2023. Both sites and have achieved all of their Key Performance Indicators despite impacts of building works and infrastructure issues.

The external service income has increased in year with the additional activity contracted from Hereford Wye Valley Hospital and the Alexandra Hospital in Redditch for specialist sterilisation of surgical robot instruments.

The team also successfully renewed their accreditation under ISO 13485:2016 Quality Management system for the reprocessing of reusable medical devices assessed externally by the British Standards Institute.

Estates

Over the last 12 months, the estates team have seen an improvements in service delivery, where 26,500 planned and 17,500 defective tasks have been carried out against assets across the CGH and GRH campus. We have again, recently seen an improvement in the delivery of service against the KPIs within the contract. The improvements are a direct result of the vacancy rate, which has reduced recently as a result of a number of recruitment campaigns, where a number of platforms are being utilised to secure a wider group of potential candidates.

We continue to focus on compliance as a priority and have made internal adjustments with the existing team, to achieve full compliance across all of the Health Technical Memorandum (HTM) services. This is making a positive impact albeit, not at the speed we would like.

We have 8 members of staff undertaking apprenticeships across a number of services and we are looking provide further apprenticeships to more staff in the near future. This provides individuals with additional skills and qualifications that meet their aspirations as well as the estates team being able to grow and develop a team that is suitable for future opportunities and delivery.

Key service facts

The services we provide to Gloucestershire Hospitals NHS Foundation Trust are many and varied. Here's a snapshot of what we delivered during year four…

Linen

3,472,618
pieces laundered

Meals

628,444
patient meals supplied

Power

91,457,013 kWh
Power consumption: gas, oil and electric

—

16,893
Tonnes CO_2 from our energy usage

—

£4.56m
Power consumption cost

Estates

42,584
reactive and planned maintenance

Waste

2,497 tonnes
21% recycled
38% waste to energy
41% clinical

Sterile services and Decontamination

239,450
theatre trays processed

Medical Engineering

14,376
equipment repairs

For more key statistics on GMS service delivery see our website

Services provided by GMS

- ✓ Car Parking
- ✓ Catering
- ✓ Domestic Services
- ✓ Energy and Utilities Management
- ✓ Estates and Maintenance Services
- ✓ Fire Safety
- ✓ Grounds
- ✓ Laundry, Linen and Uniforms
- ✓ Material Management
- ✓ Medical Engineering
- ✓ Portering
- ✓ Postal Services
- ✓ Security Services
- ✓ Sterilisation Services and Decontamination
- ✓ Sustainability
- ✓ Switchboard
- ✓ Transport
- ✓ Waste and Sustainability
- ✓ Waste Management

Sustainability

GMS and Gloucestershire Hospitals NHS Foundation Trust's Green Plan (sustainability strategy) was launched in November 2021. Our Green Plan provides a comprehensive and structured framework to show how we will work to embed sustainability into the organisational culture and take action to reach net carbon zero by 2040 (on the emissions we directly control).

Achievements in 2023–2024

In the past year there are a number of projects which have delivered sustainability benefits:

- Warp It introduced to facilitate reuse of equipment and furniture. Savings £71,500 and 37t CO2e
- In February Theatres and CGH Endoscopy moved some of their clinical waste to a different waste stream generating savings £635 and 1.38t CO2e
- Planted 75 trees to mark 75 years of the NHS
- Awarded over £44,000 from NHS Together Green Spaces funding for wildflower gardens and a trail at GRH
- The roof insulation to the main kitchen at GRH was completed in August. This project is part of the Public Sector Decarbonisation Scheme funding and includes an air source heat pump, facade replacement and new windows to the Tower Block. Once completed (late 2024) will deliver 1,389 tCO2 saving per year and £82,000 energy efficiency savings per year
- Worked with Theatres to disconnected the nitrous oxide manifold at GRH at end March 2023. Has delivered COe2 savings of 308t CO2e, with an 89% reduction in the volume of gas used from 2022-23.

In 2024–25 we have a number of projects which will reduce carbon, including further food waste recycling and the installation of additional water meters. GMS are working with the ICS on a joint electric vehicle infrastructure strategy which will look at GMS/GHNHSFT fleet and how we can introduce electric vehicle charging facilities across the Trust.

Waste

- Warp It introduced to facilitate reuse of equipment and furniture. Savings £71,500 and 37t CO2e
- Some clinical waste moved to a different waste stream. CGH Endoscopy (started end January), Theatres (started mid-Feb) and Oncology wards (started end March) generating savings £635 and 1.38t CO2e as a result of change. This is phase 1 of a Trust-wide project which will continue into 24-24.

√ Savings on waste, procurement and carbon emissions

Vehicles

- GMS changed 2 pool cars to Toyota Yaris hybrids
- Working with ICS on joint feasibility study for electrical vehicles and EV charging facilities. This will report summer 2024.

√ Reduction of carbon emissions and better air quality from less pollutants

Shuttle bus: service 99

- Double decker buses introduced and double the numbers in circulation at peak hours.
- Myers and Crescent Road stop added.

√ Active travel, less traffic congestion, better air quality and reduced pressure on car parks

Green space and biodiversity

- Rain garden installed at GRH, funded by Gloucestershire Wildlife Trust
- Planted 75 trees to mark 75 years of the NHS
- Awarded over £44,000 from NHS Together Green Spaces funding for wildflower gardens and a trail at GRH
- Post-graduate student from University of Gloucestershire conducting biodiversity surveys at CGH and Thirlestaine Court. Will enable us to write a biodiversity strategy.
- Volunteers planted gardens at CGH and GRH

√ Encourages wildlife, helps with adaptation and promotes engagement with local people

Food waste

- Food waste from GRH kitchens now sent to anaerobic digestion where it is used to produce fertiliser and heat. Saved 1.6t CO2e from not sending it to waste to energy plant. This is phase 1 of a Trust-wide project which will continue into 24-25.

√ Best option for the environment and improvement in recycling rates

Capital

- The roof insulation to the main kitchen at GRH was completed in August.
- Air Source Heat Pump at GRH Pathology is being installed
- Facade replacement and new windows on Tower Block is well underway

√ These projects are all part of the Public Sector Decarbonisation Scheme funding and once completed (late 2024) will deliver 1,389 tCO2 saving per year and £82,000 energy efficiency savings per year.

Training

- Sustainability now included as part of Quality Improvement bronze, silver and gold modules
- Sustainability session delivered to Enhance (Enhancing Generalist Skills programme) England) trainees within GHNHSFT

√ Improved awareness of carbon emission targets and further involvement of Trust staff

Water

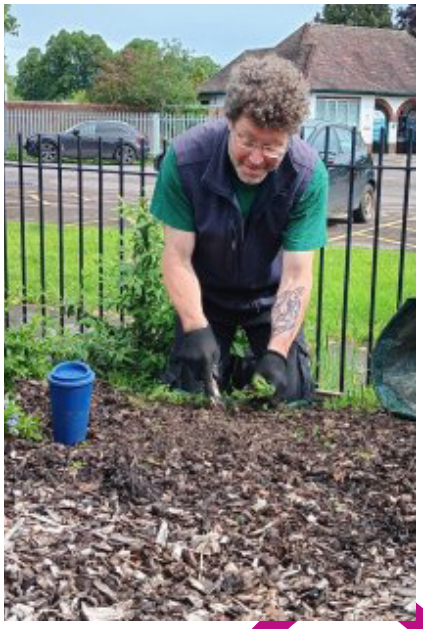
- New contract awarded to ADSM in February 2023. This includes Aquafund, which will provide professional and engineering services relating to water measurement and conservation, with a view to identifying water conservations savings and efficiencies.

√ Measurement of water usage, allowing development of action plans for water reduction and better management

Anaesthetic Gas

- Disconnected the nitrous oxide manifold at GRH at end March 2023. Has delivered COe2 savings of 308t CO2e, with an 89% reduction in the volume of gas used from 2022-23.

√ Massive CO2e savings



Ecosia

- Launched across the Trust in January 24 from an idea originating from the Green Champions. GHNHSFT searches have generated 101 trees.

√ Provides trees, improves habitats and ecosystems

Telemedicine

- From April 2023 to March 2024 there were 146,170 telephone and telemedicine consultations.

√ Avoided travel, less traffic congestion and better air quality.

Communications

GMS has reviewed all the communication resources along with operational and strategic approach focusing on internal employees, external clients, and external stakeholders.

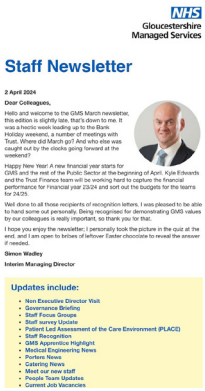
Increased activity through Q3 and Q4 for FY 23/24 has resulted in increased communication interventions across multiple mediums including monthly employee newsletters, regular and consistent social media postings, intranet refresh with Customer escalation process and joint communications with the Trust.

The external Web Site has been refreshed including improved marketing of services, recruitment pages including apprenticeships, links to intranet pages for employees and improved story boards linked to other media delivery methods. This has improved visits to the web site and supports the light market developments.

Deployment of our communication methodologies includes the introduction of Staff focus groups throughout the FY with two per month serving as a platform for open discussions, idea sharing, and collaboration on various aspects of engagement within our organization. Outputs from the meeting will be placed in key themes and feedback through different communication methods across the organisation including an employee voice to the board and Workforce and Performance committee.

The Communication team are engaging directly with different stakeholders including GHNHSFT communication team, Senior Management Team, Senior Leadership Team, Board members, Sub Committees and other stakeholders across GHNHSFT.

Internal communications


NHS
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Staff Newsletter

2 April 2024

Dear Colleagues,

Hello and welcome to the GMS March newsletter, this edition is slightly late, that's down to me. It was a hectic week leading up to the Bank Holiday weekend, a number of meetings with Trust. Where did March go? And who else was caught out by the clocks going forward at the weekend?

Happy New Year! A new financial year starts for GMS and the rest of the Public Sector at the beginning of April. Kylie Edwards and the Trust Finance team will be working hard to capture the financial performance for Financial year 23/24 and sort out the budgets for the teams for 24/25.

Well done to all those recipients of recognition letters, I was pleased to be able to hand some out personally. Being recognised for demonstrating GMS values by our colleagues is really important, so thank you for that.

I hope you enjoy the newsletter, I personally took the picture in the quiz at the end, and I am open to bribes of leftover Easter chocolate to reveal the answer if needed.

Simon Wadley
Interim Managing Director

Updates include:

- Non Executive Director Visit
- Governance Briefing
- Staff Focus Groups
- Staff survey Update
- Patient Led Assessment of the Care Environment (PLACE)
- Staff Recognition
- GMS Apprentice Highlight
- Medical Engineering News
- Portiere News
- Catering News
- Meet our new staff
- People Team Updates
- Current Job Vacancies

GMS as part of improving employee engagement has commenced diagnostic work to understand communication architecture and methodologies used across the organisation with a dispersed employee and client base across different locations using different mediums.

Findings will inform understanding of the effectiveness of communication across the organisation and utilise best methods suited for employee engagement. The data will contribute to improve two-way communication across client and employee base including appropriate marketing collateral.

Findings will help inform the continued development and deployment of the communication, employee engagement and marketing strategy going forward.

People

Apprentices

GMS are currently above the public sector apprenticeship target of 2.3% with a percentage of 3.27%.

We have 22 apprentices 16 are existing staff and 6 have been recruited in.

6 are studying a level 2 apprenticeship, 11 a Level 3, 4 a Level 5 which is equivalent to a Foundation degree and 1 apprentice is doing a level 6 equivalent academic level of a Bachelor's and Masters degree.

For 2024 GMS aim to increase uptake of apprenticeships by 81% to a total of 40.

ICB Employment Schemes

Working with the ICB and encouraging department leads to participate in work experience placement requests and schemes, such as 30:30 and 50:50.

These schemes are designed to help people that may have been out of work for a period of time or to assist people with disabilities in transitioning into the workplace. They provide mentoring and on-site support to both participants and the organisation, helping to overcome obstacles and facilitating the participant's move to full-time employment.

Supporting work experience requests is not only a strategic move for talent acquisition but can also enhance the organisations innovation, productivity and community standing. These benefits collectively contribute to the long-term success and sustainability of the organisation.

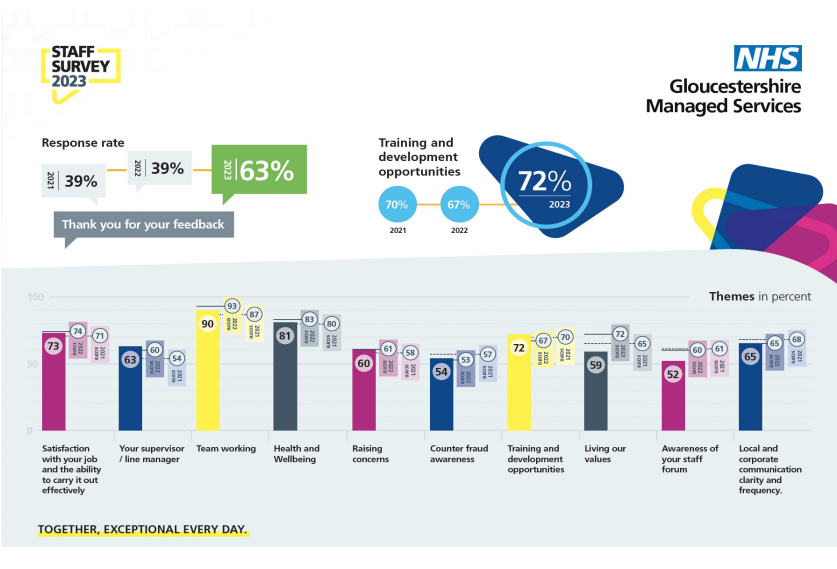
Training

Training for managers on sickness absence is being planned. Leadership and Organisational Development discussions in relation to people plan is being drawn up with a view to rolling out training to Secondary and Primary Managers by the end of Q4 24/25.

Staff Survey

Employee Engagement is a key focus of GMS and contributes to a number of areas of the business including retention, recruitment, business delivery, succession and talent management and the general well-being of an organisation.

The recent employee survey garnered 63% return rate providing the organisation with valuable data and understanding of areas where GMS can focus. Focus for FY 24/25 will be on actions plans and planning for improved employee returns in the next survey.



Health and Safety

Our incident average has remained within acceptable limits, reflecting the dedication of our employees and the effectiveness of our safety measures.

Moving forward, our primary areas of focus will include addressing fall incidents within domestics and catering and decreasing the overall number of accidents (not falls/sharps) by 50%. The inspection regime will continue for plant rooms.

Asbestos re-inspection will be completed for 2024 by end of July 2024. Asbestos Management Plan will be also be reviewed.

Gloucestershire Managed Services Annual Review, 2023–2024

Version 1