



REPORT TO:	NHS SOMERSET INTEGRATED CARE BOARD	ENCLOSURE:
	ICB Board Part A	E
DATE OF MEETING:	28 March 2024	
REPORT TITLE:	Chief Executive's Report	
REPORT AUTHOR:	Jonathan Higman, Chief Executive	
EXECUTIVE SPONSOR:	Jonathan Higman, Chief Executive	
PRESENTED BY:	Jonathan Higman, Chief Executive	

PURPOSE	DESCRIPTION	SELECT
Approve	To formally receive a report and approve its recommendations, (authorising body/committee for the final decision)	
Endorse	To support the recommendation (not the authorising body/committee for the final decision)	
Discuss	To discuss, in depth, a report noting its implications	
Note	To note, without the need for discussion	
Assurance	To assure the Board/Committee that systems and processes are in place, or to advise of a gap along with mitigations	

PREVIOUS CONSIDERATION/ENGAGEMENT

Not applicable

Executive summary and reason for presentation to Committee/Board

This paper sets out key items for the Board to note and discuss, arising since the last meeting of the Integrated Care Board (NHS Somerset) on 25 January 2024. It focuses on relevant changes in the National and Regional context and highlights key issues to note pertaining to the Somerset Integrated Care System.

Recommendation and next steps

The Board is asked to **Discuss and Note** the Chief Executive's report.

Links to Strategic Objectives

(Please select any which are impacted on / relevant to this paper)

- ☐ Objective 1: Improve the health and wellbeing of the population
- ☐ Objective 3: Provide the best care and support to children and adults
- ☐ Objective 5: Respond well to complex needs
- ☐ Objective 6: Enable broader social and economic development
- □ Objective 7: Enhance productivity and value for money

Impact Assessments – key issues identified (please enter 'N/A' where not applicable)				
Reducing Inequalities/Equality & Diversity	This year's Chief Medical Officers report focusses on the challenges of caring for an ageing population, particularly in rural and coastal communities. The content of this report needs to be considered as we refresh our Somerset Health and Care Strategy through the Somerset Board.			
	The National Dental plan provides a framework to tackle the current inequality in provision of dental services. Work is underway to develop and implement a plan to address the current issues in dental access in Somerset which will be presented to the Board in May.			
	The report highlights the ongoing risk of pharmacy access in Glastonbury, together with the public health risks associated with the spread of measles in other parts of the country. This is being mitigated through a vaccination campaign targeting children and young people.			
Quality	The implementation of 'Martha's Rule' has implications for hospital providers as the new arrangements are rolled out.			
Safeguarding	No direct implications identified.			
Financial/Resource/ Value for Money	The 2024/25 GP contract arrangements have been published and local implementation is underway. It should be noted, however, that the new arrangements have been rejected by the BMA who have initiated a referendum of members. This, together with the ongoing period of junior doctor industrial action, results in on-going risks to service delivery in the new financial year.			
Sustainability	No direct implications identified.			
Governance/Legal/ Privacy	No direct implications identified.			
Confidentiality	None – this is a Public Report			
Risk Description	Risks identified above			

1 INTRODUCTION

1.1 This report provides a summary of key items of strategic and operational note for the NHS Somerset Board for the first period since its last meeting on 25 January 2023.

2 NATIONAL CONTEXT

Chief Medical Officers Annual Report: Health in an ageing society

- 2.1 The focus of this year's report by Chief Medical Officer Professor Chris Whitty is on how to maximise the independence, and minimise the time in ill health, between people in England reaching older age and the end of their life.
- 2.2 People are living longer; which is a triumph of medicine and public health. It is something to celebrate, but alongside this we have a responsibility in medicine, government and wider society to plan to ensure that older age is as healthy, independent and enjoyable as possible.
- 2.3 The geography of older age in England is already highly skewed away from large urban areas towards more rural, coastal and other peripheral areas, and will become more so. Many people in older age live with multiple conditions. The report makes a strong case for medical training, NHS services and research needing to respond to this reality in the future.
- 2.4 There is much to reflect on in the report which compliments the Somerset Health and Care Strategy that we developed through our Integrated Care Partnership (The Somerset Board) last year.
- 2.5 A full copy of the report can be found at <u>Chief Medical Officer's annual report 2023:</u> health in an ageing society GOV.UK (www.gov.uk)

National Dental Plan

- 2.6 February saw a major announcement in primary care with the long awaited dental plan. The plan sets out a national programme of actions for the recovery and reform of NHS Dentistry services in England and aims to prevent poor oral health, boost access and activity and support and develop the whole dental workforce.
- 2.7 Dentistry was significantly impacted by the pandemic. Although NHS activity has increased over the last year, we know that it is still too difficult for many people to get an appointment.
- 2.8 The plan was accompanied by £200 million of government funding to help boost access. The plan will be to incentivise dental practices to see new NHS patients and to help new dental services be established, particularly in under-served areas. It is anticipated that the actions set out in the plan will deliver around 1.5 million additional treatments nationally.
- 2.9 The plan also aligns with the commitments made in the NHS Long Term Workforce Plan to increase training places for dentists, dental therapists, and hygiene professionals, which will help to address capacity gaps for the future.

2.10 In Somerset we are working to translate the national plan int local action. We acknowledge that the plan contains a set of immediate actions which we will be working with local dentists to take forward over the next year but we know that dentistry requires serious long-term reform. Our local plan, which consolidates the actions contained within the national dental plan is under development and will come back to the Board for discussion in May.

Arrangements for the GP Contract in 2024/25

- 2.11 The General Practice contract consultation for 2024/25 has now concluded for the upcoming financial year. This is a single year arrangement with work on the strategy for the contract post 2025 currently taking place.
- 2.12 It should be noted that the British Medial Association (BMA) has rejected the contract with a referendum of members currently underway. This does not stop the government from imposing the contract, however.
- 2.13 The new arrangements aim to be simpler and more flexible in order to help practices free up time and improve patient access and experience.
- 2.14 The five key aims of the 2025/25 contract are:
 - Cut bureaucracy for practices by suspending and income protecting 32 out of the 76 Quality and Outcomes Framework (QOF) indicators.
 - Give Primary Care Networks (PCNs) more staffing flexibility by including enhanced nurses in the Additional Roles Reimbursement Scheme (ARRS) and give PCNs and GPs more flexibility by removing all caps on all other direct patient care roles.
 - Support practices and PCNs to improve outcomes by simplifying the Directed Enhanced Service (DES) requirements.
 - Continue to improve patient experience of access by embedding the changes set out in the *Delivery Plan for Recovering Access to Primary Care*, published earlier in the year.
 - Help practices with cash flow and increase financial flexibilities
- 2.15 The contract has been supported by an overall increase in investment of £259m nationally.
- 2.16 NHS England will now begin the process of implementing the 2024/25 contract changes with detailed guidance and further information to be published in the coming weeks. In Somerset, we will work with our providers to ensure smooth implementation of 2024/25 GP Contract changes upon receipt of the expected detailed guidance. Any amendments to current processes will be developed and communicated with all providers.

Martha's Rule

2.17 At the end of February NHS England announced that 'Martha's Rule' will be rolled out across the NHS. This patient safety initiative is set to be rolled out to at least 100

NHS sites from April of this year and will give patients and their families round-theclock access to a rapid review from an independent critical care team if they are worried about their or a loved one's condition.

- 2.18 The new escalation process will be available 24/7 to patients, families and NHS staff, and will be advertised throughout hospitals, making it quickly and easily accessible.
- 2.19 Thirteen-year-old Martha Mills died from sepsis at King's College Hospital, London, in 2021, due to a failure to escalate her to intensive care and after her family's concerns about her deteriorating condition were not responded to promptly.
- 2.20 Extensive campaigning by her parents Merope and Paul, supported by the cross-party think tank Demos, has seen widespread support for a single system that allows patients or their families to trigger an urgent clinical review from a different team in the hospital if the patient's condition is rapidly worsening and they feel they are not getting the care they need.
- 2.21 This national programme will build on NHS England's Worry and Concern pilots launched at seven trusts last year, which developed and tested escalation methods for patients' and families' concerns.
- 2.22 A phased approach will be taken with evaluation running alongside the initial roll-out to inform ongoing work with clinicians and patient groups to determine what it will take to broaden the reach of Martha's Rule, for the Government to then consider as part of future funding decisions.

3 REGIONAL DEVELOPMENTS

South Western Ambulance Service NHS Foundation Trust Apprenticeship Pathway

- 3.1 The South Western Ambulance Service NHS Foundation Trust (SWASFT), in collaboration with the University of Cumbria, has started to offer a new, one-year programme, providing a unique opportunity to enter the ambulance service.
- 3.2 Students completing the course will gain a Certificate of Higher Education in Emergency Care, before taking up paid employment with SWASFT, as an Emergency Care Assistant, and after 12 months, they will automatically secure a place on the Paramedic Degree Apprenticeship programme.
- 3.3 As part of the course, people will gain real-life experience of pre-hospital emergency care through placements with SWASFT in Wiltshire, Somerset, or Dorset.

SWASFT Chief Executive Appointed

3.4 Dr John Martin has been appointed as Chief Executive of the South Western Ambulance Service NHS Foundation Trust (SWASFT). John joined the Trust at the end of December last year as interim Chief Executive on secondment from the London Ambulance Service where he held the positions of Chief Paramedic Officer and Deputy Chief Executive. John is an experienced Executive Board member with a

wealth of clinical and operational experience across ambulance, acute, community and mental health NHS services.

4 SOMERSET SYSTEM

Operational update - areas to note

- 4.1 The Somerset health and care system has remained under stained operational pressure in the period since Christmas. High levels of demand have been experienced across all services, however, operational performance has remained strong against the majority of national NHS targets. The following key points are for the Board to note:
 - The first cut of the system operational and financial plan for 2024/25 was submitted to NHS England on 21 March 2024. This will be subject to further refinement over the coming weeks.
 - Junior doctors in England have voted to continue strike action until, at least, the
 middle of September. This poses an on-going risk to service delivery as we move
 into the new financial year, with particular implications for the pace of recovery of
 waiting times for planned care. During the last period of industrial action (22
 February to 4 March) 89 planned surgical cases, together with 650 outpatient
 appointments in Somerset were rescheduled as a result of the industrial action.
 - The NHS has committed to deliver national performance above 76% against the A&E 4-hour standard during March 2024. At the time of writing, performance in Somerset stands at 77.5% for the month.
 - Despite significant effort over the past year the number of patients with 'no criteria to reside' in our hospitals has remained high. Delivery of our operating plan for 2024/25 requires us to work together to reduce this from the current level of circa 24% of our acute beds to below 10%.

Pharmacy First

- 4.2 The New Pharmacy First service launched in Somerset on 31 January 2024. Our launch in Somerset coincided with the National launch of the scheme which enables people to receive assessment and treatment at their local pharmacy for a range of common issues such as sinusitis, sore throats, childhood earache, infected insect bites and shingles.
- 4.3 The scheme aims to support pressures in general practice by providing people with an alternative option for their care. It comes alongside the new ability, through the NHS App, to track prescriptions and collect them with a simple barcode.
- 4.4 Further detail about the scheme in Somerset is available via our website https://nhssomerset.nhs.uk/my-health/my-local-health-services/pharmacies/

Bridgwater & Taunton College (BTC) Celebrates Queen's Anniversary Prize at Buckingham Palace

- 4.5 In a ceremony at Buckingham Palace, a team from University Centre Somerset (UCS), the higher education arm of BTC, were presented with this award, signifying the College's outstanding achievements in developing responsive and effective nursing education pathways as part of local efforts to address the shortage of qualified nurses in Somerset.
- 4.6 In a nationwide first, BTC gained consent from both the Nursing & Midwifery Council (NMC) and its university partner, University of the West of England, to deliver nursing degrees locally.
- 4.7 The Queen's Anniversary Prize, awarded by the Royal Anniversary Trust, recognises the exceptional contributions of UK colleges and universities to the nation's life through innovative and beneficial research and education initiatives. It is part of the national Honours system, recognising outstanding work by UK universities and colleges that demonstrates excellence, innovation and well-evidenced benefit for education, the economy and the wider world. First awarded in 1994, the Prizes are granted every two years by the Sovereign on the advice of the Prime Minister following a rigorous and independent process of review carried out by The Royal Anniversary Trust, an independent charity. Prizes were presented at a formal Honours ceremony at Buckingham Palace on 22 February 2024. www.queensanniversaryprizes.org

Commitment to Carers

- 4.8 Somerset has renewed its commitment to carers with a refreshed strategy, launched at an event in Taunton on Tuesday 19 March. Somerset Council joined forces with NHS Somerset and community organisations to launch the strategy which sets out Somerset's ongoing commitment to supporting unpaid carers in Somerset.
- 4.9 The event, which was held at Deane House in Taunton, consisted of presentations from professionals and carers about the ongoing work that health and care services are doing to acknowledge and support unpaid carers in Somerset.
- 4.10 The work to create the strategy has been done in partnership with Evolving Communities, an independent community interest company who help health and care service users have a voice to shape the services they use. The strategy was developed with unpaid carers and acknowledges the invaluable contribution and challenges they face. It has been informed by conversations with unpaid carers, workshop events, sixty-five visits to carers groups, twenty-five case studies and hundreds of survey responses by unpaid carers in Somerset.
- 4.11 Somerset's Commitment to Carers aims to enhance the quality of life for carers and those they care for. It will enable, support and empower unpaid carers to easily access information, education, training and health and care services to support them while they carry out their vital caring roles. The strategy can be read on Somerset Council's website here: Carers in Somerset

Pharmacy Closures Glastonbury

- 4.12 Following the closure of Tesco Pharmacy and Boots Pharmacy in Glastonbury, the NHS Somerset Pharmacy commissioning team have been working closely with the remaining pharmacy provider in Glastonbury, Knights Pharmacy (now Well Pharmacy) to ensure that they are fully supported to continue to deliver services to the local population. We understand that the remaining pharmacy has faced an increased workload since the closure of the other pharmacies and we have supported them to explore ways to enhance capacity in order to meet this additional demand.
- 4.13 Additionally, an application for a new community pharmacy in Glastonbury has been received and, following a consultation period, the South West Pharmaceutical Services Regulatory Committee (SW PSRC) determined that it was satisfied that granting the application would confer a significant benefit to the local population by way of access to, or choice of, pharmaceutical services. It was determined that the application should be granted.
- 4.14 Whilst this marks a key milestone in securing addition pharmaceutical services in Glastonbury, there remain several steps to be undertaken in the process of establishing a new community pharmacy in Glastonbury.
- 4.15 The application decision contains a statutory appeal window, where parties who provided objection to the application may exercise their right to appeal the decision made at SW PSRC. We have been notified that an appeal has been lodged against this application. The appeal is being managed by NHS Resolution (an arms-length body who provide expertise on resolving concerns and disputes) in accordance with their responsibilities to the Secretary of State for Health and Social Care.
- 4.16 The Board will be kept updated on progress via the Primary Care Commissioning Committee.

Measles Vaccination

- 4.17 Since 1 October 2023 in England there have been 650 laboratory confirmed measles cases, 63% (410 of 650) of these cases have been in the West Midlands, 15% (95 of 650) in London and 7% (46 of 650) in Yorkshire and The Humber. The remaining cases were reported in other regions of England. 65% of all cases were in children under the age of 10 and 27% in young people and adults over the age of 15.
- 4.18 To date, the impact of Measles in the South West has been minimal however, action has focused on system preparedness and increasing uptake and coverage of MMR immunisations. NHS England are leading the call and re-call for people that have had one or no doses of MMR for the age groups 1-11 years old.
- 4.19 The Somerset system is leading the call and re-call for those aged 17-30 years old, offering community clinics along with GP appointments. We are also working with large scale employers to support their workforce with the prevention of Measles.
- 4.20 NHS Somerset have developed an area on the website to enable professionals access to timely updates, advice, guidance, resources and pathways. Messaging to

the public has been supported by Somerset Council and the UK Health Security Agency (UKHSA) with letters going to all schools to be cascaded to parents/guardians and continual social messaging for those priority groups to come forward for their MMR vaccine.

Communications and Engagement Activity

4.21 Our communications and engagement spotlight is attached as Appendix 1.

Jonathan Higman Chief Executive 21 March 2024



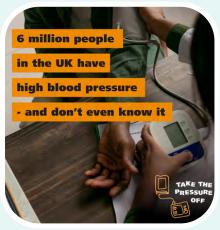
1 January - 29 February 2024

Welcome to our communication and engagement spotlight report, highlighting our activity over the past two months. It features 'In The News' showcasing highlights from our recent media coverage, updates on our recent campaigns and engagement activity.

This period has seen the launch of the 'Take the Pressure Off' campaign to raise awareness of high blood pressure and our sloppy slippers roadshows continue. Engagement have been asking for feedback on personalised care and cancer screening. Our Research Engagement Network project continues to progress and is now moving to the engagement phase. PALS continues to be busy with a number of enquiries around access to dentists.

In the news





Take the Pressure Off

We've launched our 'Take the Pressure Off' campaign to highlight blood pressure. As part of this campaign, we have also carried out male message testing which has given us valuable insight that will inform our communications activity. We have also done some engagement work to discover what the Somerset population understands about the term 'hypertension' and their experiences of high blood pressure. The feedback has been used to inform our campaign messaging and activity.

Read more on our website

Featured on: This has so far been picked up by Somerset County Gazette, Yahoo News, Bridgwater Mercury and planet radio.







1 January - 29 February 2024



Sloppy Slippers

Sloppy Slippers roadshows started in January and these events have attracted good footfall. So far, More than 350 pairs of slippers and relevant resources have been given out. Organic social media engagement from the Sloppy Slippers campaign has increased from 263 in week 1, to 12,212 in week 4 – showing the success and positive engagement the campaign is generating.

Find out more

The campaign received local and national media coverage including in Healthcare Leader, Greatest Hits Radio, BBC Radio Somerset and Yahoo News.



National dental recovery plan - impact on dental services in Somerset

We issued an update in response to the national dental recovery plan announcement. We are confident that a renewed focus on NHS Dental Services throughout England will support our work to restore and enhance dental services across Somerset.

Read more







1 January - 29 February 2024



NHS Somerset Board approved changes to emergency stroke services

In January, the Board approved changes to stroke services in Somerset. Changes will not happen overnight, but will be phased over the coming 18 months.

Read more



Homeless Health service

In Somerset, our Homeless Health Service provide an outreach service offering health care including mental health support, to those living on the streets, in vans, tents and in temporary accommodation. Peter who is featured in the interview and uses the service says 'I wouldn't be here if it wasn't for the service'.

Watch the ITV interview



One Medical Group to provide services at Minehead Medical Centre

In January, following a CQC inspection, One Medical Group began providing services at Minehead Medical centre. We worked closely with both the new provider and Minehead Medical Centre to ensure a smooth transition.

Read more

We would like to thank our colleagues across health and care who have taken the time to share their stories. If you have a story you'd like us to highlight, please get in touch with our communications team at: somicb.communications@nhs.net

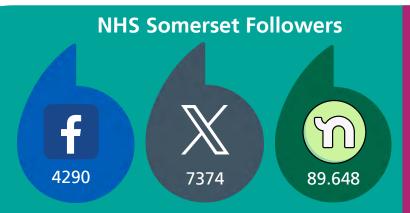






1 January - 29 February 2024

Social media highlights





Our social media posts which received the most engagement:

Should my child go to school?



23,123 people reached
59 link clicks
34 comments
123 reactions
125 shares

How my workplace blood pressure test saved my life



37,606 people reached 769 link clicks 31 reactions 8 shares

Back to school, stock your medicine cabinet



15,110 people reached16 shares69 comments

Around 5.5 million people in England have undiagnosed high blood pressure



29,549 people reached 551 link clicks 26 reactions 6 shares







1 January - 29 February 2024

Engagement highlights

6 engagement events	13 surveys	2312 responses to surveys
3 ICS Engagement Leads and network meetings	1 PPG Chairs meeting	2 Citizens' Hub meetings



Personalised care

In September 2023, we launched a survey to learn more about people's understanding, views and experiences of Personalised Care and to understand how people feel about managing their own physical health and mental wellbeing. The survey generated some really rich information that is being used to inform planning – of further engagement and development of Personalised Care workstreams.

The survey also generated interest in people working closely with us to shape and guide our approaches and to help us make the shift from a one-size-fits-all health and care system to one that is able to deliver better outcomes and experiences based on what matters to the person.

Read the 'you said, we are doing' report







1 January - 29 February 2024

Engagement insights



Cancer screening uptake engagement

We ran a survey to learn more about declining rates of cancer screening uptake, particularly cervical, breast and bowel cancer screenings for women. The online survey has provided rich insight into womens' knowledge and understanding as well as their experiences. To ensure that we have heard from a wide, diverse range of voices in Somerset, we arranged to attend community groups and supermarkets across the county, to listen to women's' views. Both the survey findings and community events feedback are currently being analysed and we will share the key learnings and subsequent actions shortly.



Somerset Research Engagement Network (REN) update

Our REN work continues, with the focus now on the engagement phase. The 'Research Connectors' are currently having conversations with their groups and organisations about health and care research. To support these conversations, we developed seven key questions, such as 'What do you think 'health and care research' is/involves?' and 'Have you ever taken part or supported any health & care research?'. The findings will be analysed in March.

Read more









1 January - 29 February 2024

Engagement insights

Citizens' hub

In February, the Citizens' Hub met for the second time. The Citizens' Hub provide assurance for our engagement and ensure that we are working effectively with all people in Somerset. Members of the group also bring insights around local people's experience of health and care from their communities to share and highlight. This group has replaced what was known as the Somerset Engagement Advisory Group (SEAG).

The February meeting, provided an opportunity for members to provide feedback on:

- Our 'Take the Pressure Off' hypertension campaign. The group were given an overview of the campaign and provided feedback on the engagement plans.
- Our Personalised Care engagement. An outline of the engagement activity was presented and the group provided insightful questions and comments.
- The group were given an update on the cancer screening engagement and research engagement network (REN) engagement which the group reviewed at the last meeting.
- We spoke about website accessibility. We will set up a working group to review our website accessibility and will seek to see how we can join up some ongoing work around this.
- Some members of the group also attended an extraordinary meeting to share further insights into our REN work.
- Members of the group shared some insights these included:
 - highlighting the difficulties volunteers and voluntary sector organisations can encounter to be present in meetings. The group will explore this in more detail at the next meeting.
 - The lack of available interpreters and awareness of communicating with D/deaf people was also raised. This feedback has been shared with our EDI lead.

We are grateful for the time and honesty from the group.









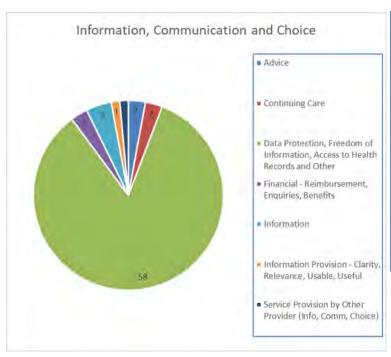
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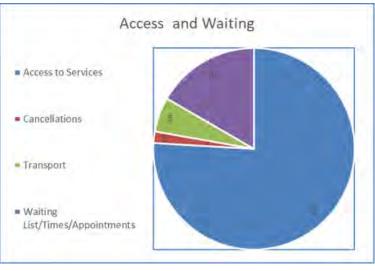
PALS insights

The Patient Advice and Liaison Service (PALS) received 167 enquiries between January and February 2024. This was up from 107 enquiries received over the last reporting period.

An overview of the main topics arising:

- The majority of enquiries were regarding services, amounting to 135 of the 167 contacts logged, with dental services receiving 49.
- 49% of contacts related to information, communication and choice with a focus on data protection, freedom of information, access to health records
- 38% of contacts related to access and waiting.





By contacting PALS, patients have been able to discuss their issues and have been supported to either resolve their concerns, or given contact routes to support them. PALS feedback is also shared with our Quality team and relevant colleagues for information and action.







1 January - 29 February 2024

PALS insights

A sample of some of the types of queries PALS have received and how we have supported people who have contacted us.

Dentistry

Dentistry is still the main focus of PALS enquiries and concerns, and it is heartbreaking to hear some of the patients' stories. The enquiries often result in a complaint being made to NHS England, who now have a backlog of complaints. We advise patients that if they need urgent care to contact 111 and give them the dental helpline number. If we are emailing patients, we include the link to <u>Find a dentist - NHS (www.nhs.uk)</u> so that patients can widen their search.



Dyslexia report

Harriett called the PALS team to ask if we knew how she could find her dyslexia records from when she was a child. She is now starting university and has been told that if she could prove her dyslexia by sharing her dyslexia records she could receive extra exam time. The PALS team investigated this for her and found out that if her dyslexia records had not been sent on to her GP previously, Harriett would need to contact Somerset NHS Foundation Trust, as any dyslexia diagnosis would be in the her paediatric records. The PALS team gave Hariett the details of who to speak to at MPH and wished her luck in finding her records and wished her all the best during her time at university.









1 January - 29 February 2024

PALS insights

An overview of the main topics arising:

NHS App

David called the PALS team to ask how he could update his email address in the NHS App. The PALS team investigated this and found out that he would have to delete his existing NHS App with his old email address, create a new account with his new email address, and as long as he entered his NHS Number onto the new account all his health information would come through to the new NHS App.



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1 January - 29 February 2024

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Patient transport

Sarah rang to ask if she could have patient transport to take her to an oncology appointment in Bristol. She lives in a rural area, doesn't have any family living nearby, and her husband no longer drives. Sarah had spoken directly with the Patient Transport Advice Centre who had initially declined to provide Patient Transport for her. Sarah then contacted the PALS team and explained her situation, so that the PALS team were able to advocate on Sarah's behalf and once all the issues came to light, Sarah was able to have patient transport to take her to her appointment.



We have informed the programme team of the enquiries relating to Patient Transport. As a result, the team have been working closely with the service. They have met regularly with the Patient Transport Advice Centre team (PTAC) to address poor call handling response times for booking the service. The PTAC is working through a detailed action plan and improvements are already being seen. Recruitment campaigns are also starting to help recruit more volunteer drivers to support more capacity in the service.



