

VS6



Cheshire & Warrington
Infrastructure Partnership

Voluntary Sector
North West

NHS
Cheshire and Merseyside

Cheshire and Merseyside VCFSE Health and Care Transformation Programme **Progress Report**

July 2025



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FOREWORD

Welcome to our review of Cheshire and Merseyside VCFSE Health and Care Transformation Programme's achievements so far and a look ahead to future priorities towards improving health and wellbeing for all our communities.

During its short life, our programme has been praised for its approach and the work being carried out as part of it – from winning prestigious national awards¹, to being cited in NHS England guidance for integrating voluntary, community, faith and social enterprise (VCFSE) organisations in integrated care systems (ICSs)².

You'll read about some of these significant achievements, secured through a relatively small amount of funding to Voluntary Sector North West (VSNW), who leads the programme on behalf of the wider sector in Cheshire and Merseyside (C&M).

Much of the programme's work focuses on long term contributions to reducing inequalities and improving health, wellbeing and services, drawing on the strength of the sector and its unique connection to those communities often with greatest health and social needs.

Many projects are already, or have the potential to, make savings for the health and care system and at the same time improve people's care and experience.

Given the diverse nature of the sector and the increasingly financially challenging environment faced by VCFSE organisations, it's important to recognise that none of this work – its coordination and execution – would not be possible without the transformation programme funding, which goes far beyond any allocations to the sector at place level.

We know our ICS is also facing great challenges due to continued local pressures and new national demands and reorganisations.

Given this backdrop, we hope you agree our report illustrates why improvements to health and care cannot be made without the full involvement of our vibrant VCFSE sector, highlighting the case for continued support for our transformation programme, to build on the difference our sector is already making to our communities. We hope you find our review an interesting and useful read and we'd like to take this opportunity to thank everyone who has been involved in and supported our programme so far.

**Warren Escadale
Chief Executive**

Voluntary Sector North West (VSNW)



[1] [Cancer Alliance wins prestigious national award for Community Partnerships scheme :: Cheshire & Merseyside Cancer Alliance](#)

[2] [NHS England » A framework for addressing practical barriers to integration of VCSE organisations in integrated care systems](#)

ABOUT OUR PROGRAMME

Our programme has been funded by **NHS Cheshire and Merseyside** (NHS C&M) since 2022 and contributes to assuring the integrated care board (ICB) that it is meeting national guidance³ around working with its VCFSE partners.

We have an annual budget of around £438k (2025–2026) to grow the voice and the role of the sector in contributing to better health and wellbeing of all our residents.

Our VCFSEs are uniquely placed to provide more effective support to communities often with the greatest health and social needs. So, our full involvement in the work of our ICS, called **Cheshire and Merseyside Health and Care Partnership** (CMHCP) is essential to securing the improvements to services and care that our residents need and expect.

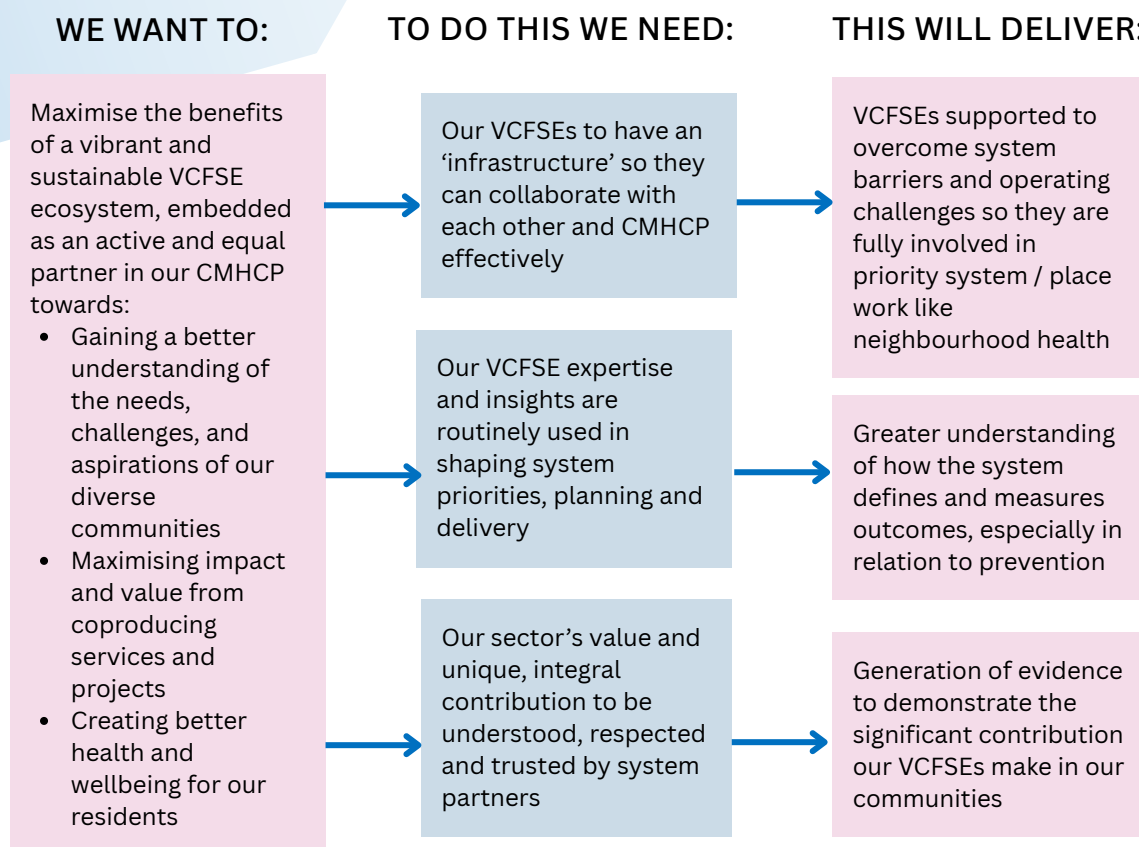


³ Building strong ICSs everywhere - ICS implementation guidance on partnerships with the voluntary, community, and social enterprise sector and Working in partnership with people and communities: statutory guidance

OUR AIMS AND PURPOSE

We know our VCFSE sector plays an integral role in supporting our communities to deal with some of the most pressing social issues impacting on their health and wellbeing, such as poverty and inequality. At the same time our sector is facing reductions in funding and increasing operating costs.

To address these challenges, our programme looks to build and strengthen the 'infrastructure' that supports our VCFSEs to work better together, so they are more resilient. It also means our sector has a stronger collective voice, so it is better positioned within our CMHCP to respond to the increasing demand for VCFSE services, which address our local and system wide priorities, when resources are becoming scarcer.

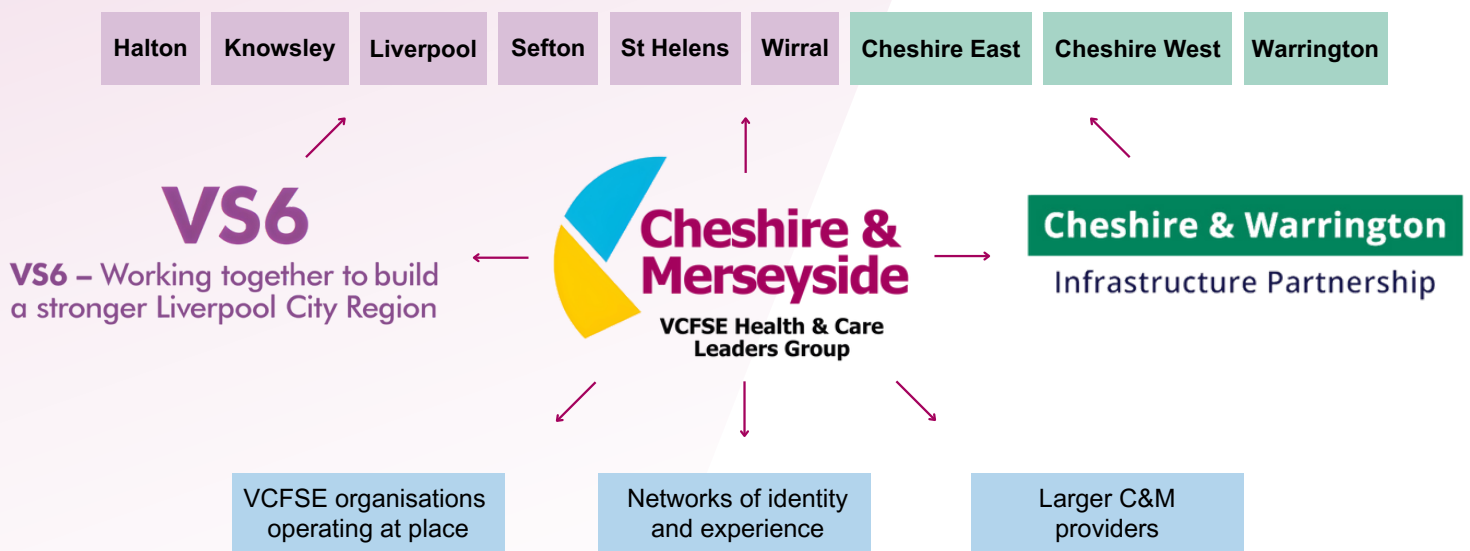


learning and collaboration | influence and engagement



HOW WE WORK

We deliver our programme through our **Cheshire and Merseyside (C&M) VCFSE Alliance⁴** – which brings our C&M VCFSE Health and Care Leaders Group, together with the two local infrastructure partnerships – **VS6 for Liverpool City Region** and **CWIP in Cheshire and Warrington**.



⁴ Each integrated care system across the country has a VCFSE alliance

OUR CORE TEAM

We have a small core team that leads and coordinates our work, mostly made up of leaders from our **C&M VCFSE Alliance**. So, they are best placed to involve other leaders from the alliance in our work on behalf of the wider sector whenever possible.

Alison Cullen



CWIP representative on C&M Health and Care Partnership – workstreams including urgent care and workforce

Racheal Jones



VS6 representative on C&M Health and Care Partnership – workstreams including mental health and cancer prevention

Warren Escadale



VCFSE member of NHS C&M board, neighbourhood health

Ellen Loudon



Vice chair of C&M Health and Care Partnership and chair of VS6

Dave Packwood



Children and young people's support and services

Dave Sweeney



Programme senior responsible officer for NHS C&M

Lyn Cooke



Cheshire and Merseyside Programme Manager

Jan Campbell



Primary care and social prescribing

In 2024–2025 our team ensured the voice of the sector was represented in an estimated 200+ system meetings, actively influencing decisions and discussions in some of the most important strategic boards, forums and other groups.

Other leaders from our C&M VCFSE Alliance also have representation roles on a number of system partnership boards and working groups, maximising the specialist expertise we have in our pool of talent whenever we can.

You can find out more about our C&M VCFSE Alliance on the [**VSNW website**](#).

OUR COLLECTIVE PRIORITIES

We have shaped our programme around three main areas of work:

1. Supporting VCFSE voice, representation and engagement with C&M's integrated care system – Cheshire and Merseyside Health and Care Partnership (CMHCP)
2. Embedding the VCFSE as a key delivery partner in C&M workstreams
3. Supporting and championing VCFSE role in C&M's nine places

Our three main areas of work align to CMCHP priorities – particularly addressing the **four pillars of population health** and their underpinning enablers from our All Together Fairer plan. These are focused on tackling health inequalities and improving population health and healthcare.

FOUR PILLARS OF POPULATION HEALTH

PILLAR 1

Social determinants – including delivering our Health and Care Partnership's 'All Together Fairer' delivery plan

PILLAR 2

Supporting healthy behaviours – prevention programmes including All Together Active and Healthy Weight

PILLAR 3

Healthcare inequalities – Core25PLUS5 priorities including cancer diagnosis, severe mental illness and CYP Beyond

PILLAR 4

Screening and immunisation – delegation from NHS England to ICBs expected by April 2025

ENABLER

Enablers – data, innovation, research, workforce and engagement

OUR WORK SO FAR

Here are some examples of our achievements in each of our three main areas of work since 2022 – you'll see we've indicated which of the four system wide population health priorities they support.

1. Support VCFSE voice, representation and engagement with C&M ICS

Embedding the voice of the sector ●●●●●

We have made significant strides towards the VCFSE sector being recognised and treated as equal system partners thanks to our transformation programme. The funding has supported us in greatly strengthening VCFSE accountability systems and further embedding the sector in system wide governance structures, so we are better placed to contribute to achieving our joint goals.

Key Governance Boards with VCFSE Representation

- **NHS Cheshire & Merseyside Board:** VCFSE full partner member role established November 2023
- **Cheshire and Merseyside Health & Care Partnership Board:** Vice chaired by a VCFSE representative with two further VCFSE members on the board.
- **Children & Young People's Board**
- **Population Health Partnership Board**
- **All Together Smokefree Partnership Board**
- **Housing and Health Partnership Board**
- **Health and Work Programme Board + Workstreams**

Having leaders from our sector represented on these boards continues to strengthen our VCFSE influence, so we can play an active role in our collective work.

We established and matured the C&M VCFSE Health and Care Leaders Group alongside our local infrastructure partnerships of CWIP and VS6. Members of this broader group are beginning to take on representation roles on a growing number of partnership boards and workstreams in areas like mental health and safeguarding, to ensure influence and input from wider, expert VCFSE voices.

Recent examples include the All Together Smokefree Partnership Board, the newly forming Housing and Health Partnership Board and the Health and Work programme board and its workstreams.

State of the Sector ●●●●●

Our State of the Sector report was one of the early projects funded by the C&M VCFSE Transformation Programme and was the first time such a comprehensive study of the sector's contribution had been carried out.



Importantly, the report highlights opportunities to unlock further potential of the sector through partnerships in health and care systems, addressing health inequalities and promoting social justice.

State of the Sector continues to play a major role in fostering greater understanding amongst our system partners of the scale and diversity of our VCFSEs and their collective impact, as well as their potential to achieve even greater things in the future for the communities they serve.

Fair and Equitable Funding ●●●●●

We have worked with sector colleagues to design principles towards ensuring more consistent, long term, fair and equitable funding approaches for the VCFSE sector, particularly asking our partners – notably through the development of NHS C&M's annual delivery plan for 2025–2026 – to commit to fair uplifts of current contracts, recognising additional operating costs like increases to Employers National Insurance Contributions, as well as committing to a fair percentage of any new or reallocated NHS monies going towards VCFSE delivery.

We are carrying out a financial baselining exercise to understand percentage spend in the sector in each of the nine places across C&M to better demonstrate the value of VCFSEs and their considerable impact with the relatively small amounts of funding they receive.

Social Value ●●●●●

We developed **'Towards a social value economy'** with partners at NHS C&M in 2024. The report sets out recommendations for all system partners to make the shift towards a social value economy, to realise the transformative potential of the Public Services Act 2012.



The report's call to action is for all organisations in C&M to commit to partner with the VCFSE sector by 2025 and we continue to work with our colleagues at NHS C&M to secure system wide agreement on formal adoption of its recommendations.

Research Engagement Programme ●●●●●

We have led the C&M **research engagement network (REN) programme** to widen VCFSE awareness, involvement, inclusivity and capacity in crucial health and care research projects.

We've launched a range of resources to support awareness and participation, including a new online platform – **BRIDGE Research Network** – to build connections between researchers, academics and VCFSEs.



Other examples of this work include:

Phoenix Way, which brings together 115 black led and racially minoritised groups, has developed a dedicated research network, with academic research partnerships in progress.

Mary Seacole House trained nearly 30 research champions from over 11 countries in languages including Persian, Arabic, Urdu, Hindi to secure wider, more inclusive participation in 'Research for Future' and 'Be Part of Research'.

Most recently, we've launched a pilot with health economists from Lancashire's two universities to increase skills in evaluation techniques supporting VCFSEs to better demonstrate the impact of their work.

2. Embedding the VCFSE as a key delivery partner in C&M workstreams

More tailored and effective support for people discharged from hospital ●●●●●

We've been able to provide constant VCFSE involvement in priority urgent care workstreams due to funding from our transformation programme. It's also given us the time and capacity to model a more effective and efficient VCFSE supported approach to hospital discharge.

VCFSE Backed Hospital Discharge Model

- **£8.85 million/year** estimated NHS savings from VCFSE supported discharge approach
- **76%** Reduction in hospital readmissions (Warrington & Halton)
- **3 days** average reduction in length of stay
- **2,250 bed days** freed up through the Healthy & Home scheme

We believe our model of hospital discharge has the potential to save the NHS £8.85m per year. This would see a scaling up of existing successful examples centralising coordination of schemes but ensuring flexibility of service delivery to respond to differing 'place' needs.

Schemes such as those in Warrington & Halton, St Helens and Cheshire West have VCFSE professionals as members of discharge teams, arranging tailored follow-on support for people leaving hospital to remain healthy and safe in their own homes for as long as possible. People are linked to a wide range of support – from practical tasks, to complex specialised support, drawing on the expertise of VCFSE organisations and volunteers.

Outcomes for Healthy & Home in Warrington and Halton show hospital readmissions are reduced by 76% and length of stay an average 3 days, freeing up 2,250 bed days.

Recognition and support for our carers ●●●●●

Working with VCFSE carer support organisations, NHS and council colleagues, the transformation programme was instrumental in getting our CMHCP partners to design and adopt a **Carers Charter** in 2023, pledging their commitment to greater recognition and support for unpaid carers of all ages in the region.

Our transformation programme also supported a detailed examination of what each of the nine places in Cheshire and Merseyside already have in place towards meeting their commitments to carers – from strategies and processes around early identification, information, advice, respite – to determine gaps and opportunities for sharing best practice.

As a result of this work we have secured representation on key national forums to ensure the voices of carers are informing health, care and wider policy developments.

Transforming community mental health services ●●●●●

Significant progress has been made by the sector in partnering with Mersey Care NHS Foundation Trust to ensure VCFSEs are involved in designing and delivering transformed community mental health services for better patient outcomes.

Key Milestones in Community Mental Health Transformation

System Level Mental Health Alliance

- Partnership between Mersey Care & lead CVSs established
- CVS led alliances now active in all six places

Initial Pilot (Knowsley, St Helens, Halton, Warrington)

- Mental health care navigators support for serious mental illness (SMI)
- Capacity Building Investment to address service gaps
- Expansion to Liverpool & Sefton

Springboard for Innovation

- Platform for wider VCFSE involvement and system integration

Fairer Funding Secured

- 3+2 year contract ensures sustainable grassroots delivery
- Strengthens data collection opportunities to evidence VCFSE contribution

Partnership Principles Agreed

- Formal adoption between Mersey Care & CVSs to guide service co-design

This programme has enabled sustained VCFSE involvement in community mental health transformation. A fairer funding model has been secured to ensure long term delivery, and formal partnership principles are being adopted between the Trust and CVSs – laying strong foundations for future collaboration and innovation.

Early Cancer Detection ●●●●●

This programme maximises the sector being uniquely placed to reach communities at greatest risk of cancer and in providing trusted support to those least likely to access care and advice from health or statutory providers.

Partnering with the C&M Cancer Alliance and working through nine CVSs, the programme delivered hyperlocal engagement to drive early cancer diagnosis and prevention. With higher than average cancer rates in the region, this approach has had real impact—now influencing national policy and funding decisions.

Key Outcomes

- **100+** VCFSE providers mobilised
- **12,000** in-depth conversations with underserved communities
- **Joint top** in England for most improved early diagnosis
- **HSJ Patient Safety Award winner (2024)**
- **Featured** in NHS England 2024–2025 planning guidance for cancer alliances
- **Impact confirmed** by university evaluation
- **Long term funding** secured

Supporting children and young people ●●●●●

We have established a strong network bringing together VCFSEs specialising in supporting and caring for often some of our most disadvantaged children and young people (CYP).

As well as contributing to the system wide Beyond programme and the NHS C&M CYP Board, the network also supported a recent **rapid situation analysis of child and family poverty** and continues to be involved in related forums.

- Our Network is a strong collective of CYP focused VCFSEs across C&M
- Active in NHS C&M CYP Board and Beyond Programme
- Supported system wide child & family poverty review
- Change champions identified to lead improvements in mental health and appropriate care
- Neurodiversity Pathway Design co-produced with VCFSEs and families in 2024–2025
- Voices of neurodivergent CYP, families and carers shaped the pathway
- Continued work through the **C&M CYP Neurodiversity Oversight Group**

Our transformation programme worked with CVS partners in 2024–2025 to support the design of **NHS C&M's new neurodiversity pathway**. A targeted and meaningful engagement and co-production exercise, working through VCFSE organisations, ensured the voice of neurodivergent CYP, their families and carers shaped the new pathway, addressing systemic issues and gaps in support identified by them. Our involvement in this work continues through the C&M CYP Neurodiversity Oversight Group.

Better support for those with Complex Lives ●●●●

Initial work focused on enhancing and sustaining support for those with Complex Lives, with significant work in three main areas:

1. Coproduction and Engagement

Activities to enhance place and system level understanding of Complex Lives, and foster greater collaboration for better outcomes.

2. Community Voices

Extensive, targeted research led by the sector to gain deep insight into barriers to service engagement and shape future provision.

3. Community of Practice at Place

Building relationships and making clear, strong connections between VCFSEs and place level governance to ensure robust links with health and care.

This work is now being used to improve support and services via the **'Data into Action'** programme.

Tackling overweight and obesity ●●●●●

Rates of all age obesity and overweight are higher than average in C&M, which is why we've been supporting the long term C&M Cancer Alliance Strategic Obesity Project, led by the Health Equalities Group (HEG).

The project is delivering a 'hub' of connectivity, bringing together system leaders and cross sector partners to increase the overall amount and reach of initiatives designed to improve rates of overweight and obesity. We've been represented on the steering group and supported roll out of initiatives.



Building capacity in VCFSEs is one of the programme's core workstreams and has led to an online resource platform in response to sector feedback called the '**Why Weight Hub**'. This has been followed by 'Why Weight to Talk?' training that's equipped 160 VCFSE professionals over a year to better support and signpost their service users.

More recently our CVSs have worked with HEG to form a sector wide partnership to deliver place specific versions of the training as a face to face offer for local VCFSEs.

Preventing cardiovascular disease ●●●

The initial focus of this work was to co-design a roadmap towards more effective future place based work between VCFSE, public health and other key stakeholders in supporting prevention of cardiovascular disease (CVD).

Delivery of this approach in Cheshire West achieved savings for the health system and better patient outcomes, with a £2 per £1 return in social value. The project was benchmarked against the financial proxies of reducing the cost of GP consultations by providing blood pressure checks, reducing anxiety and stress by providing blood pressure checks, signposting people to other support services in the local community and the average cost of treating long term health conditions by helping people access support at the earliest opportunity.

Developing our workforce ●

One of the most significant workforce developments achieved through our transformation programme is the strengthening of volunteer brokerage systems across the region. We've supported all nine CVSs to establish accessible online platforms, including Liverpool City Region and Cheshire and Warrington volunteering hubs.

Strengthening Volunteering Across C&M

- **Region Wide Reach:** all 9 CVSs now have online platforms showcasing volunteering roles and making opportunities easier to find.
- **Joined Up Systems:** where possible, platforms are linked — improving consistency for cross border organisations and making it easier for volunteers to navigate.
- **Raising the Profile:** volunteering is now more visible and accessible than ever before across Cheshire and Merseyside.

3. Support and champion VCFSE role in C&M's nine places

C&M VCFSE Place Transformation Fund ●●●●●

This grant fund ran in 2023–2024 to strengthen and embed the sector in our nine place partnerships and in local service delivery towards joint priorities. CVSs were each awarded £20k to strengthen local infrastructure and relationships with partners and the wider sector.

Whilst all nine places were at different stages of maturity, the grants enabled all areas to make good progress and secure some important outcomes in areas needing development.

Our approach was cited as part of an exemplar case study by the Kings Fund and by NHS England in A [framework for addressing practical barriers to integration of VCSE organisations in integrated care systems \(2023\)](#).

We are running a second round of the transformation fund in 2025–2026 to build on the foundations secured through the first awards, this time with a focus on service delivery, particularly embedding VCFSEs in place based neighbourhood health models.

Key Outcomes of the 2023–2024 Transformation Fund

- Stronger VCFSE voice in place partnerships and system workstreams
- More VCFSE organisations engaged in local planning and delivery
- Improved data collection and analysis showing VCFSE impact in:
 - Hospital discharge
 - Reducing readmissions
 - Winter support
 - Dementia diagnosis
 - SEND support
- **National Recognition:** cited in case studies by The King's Fund and NHS England

Caring neighbourhoods ●●●●●

This significant research programme identifies the importance of embedding the VCFSE sector in neighbourhood health models and the success factors for commissioners and primary care networks to consider as part of meeting national guidance, new in January 2025.

We have developed a series of case studies demonstrating how the sector's role in neighbourhoods can help partnerships achieve more around reducing hospital admissions and readmissions, reducing the pressure on primary care, improving patient outcomes and their experience of care and more effectively addressing inequalities by engaging communities with some of the greatest health needs.

WHAT WE'RE WORKING ON NOW

Here are some examples of the work we're carrying out through our C&M VCFSE Health and Care Transformation Programme in 2025–2026 towards our local, regional and national priorities aimed at improving health, care and wellbeing for all our communities:

Embedding VCFSE in 'neighbourhood health'

Work with system and place partners to ensure learnings from exemplar practice already happening in our VCFSEs, along with VSNW's Caring Neighbourhood report are considered and make best use of the sector's expertise and knowledge throughout the development of this approach in each area.

- We continue to have representation on key development groups and forums at place and system level, where we're building on our early work to demonstrate the impact of the sector in achieving better outcomes and care for our communities, whilst supporting greater efficiency for health services.
- Our C&M VCFSE Place Transformation Fund in 2025–2026 is contributing significantly to developing neighbourhood health and the VCFSEs ability to be fully involved in this priority programme of work for NHS C&M.
- Social prescribing is a key area where we will focus work in the year ahead to demonstrate the integral role of VCFSE in delivering better outcomes for patients and services.

Establishing a system wide VCFSE hospital discharge model

Realise the projected savings in cost and bed days to the NHS, along with improvements to patient care through the commissioning of a coordinated, 'place' sensitive VCFSE support model.

- We will continue to lobby system partners for this model to be implemented across C&M and to move from projected to deliverable savings for NHS C&M and better outcomes and experience for patients.

Maximising the potential of VCFSE prevention programmes

Build on successful delivery models already demonstrated by the sector, such as the award winning VCFSE / C&M Cancer Alliance model for early cancer prevention and CVD place-based prevention schemes – working through our model of collaborative VCFSE provider delivery

- Our work with the C&M Cancer Alliance is extending this year as a result of the successful groundwork achieved in the first years of the programme and we will look for other opportunities to adopt similar models for other areas of prevention.

Securing fairer, equitable and sustainable funding for the sector

We continue to work with partners to encourage them adopting system wide principles for more sustainable and fairer funding for the sector.

- As part of our input to NHS C&M's commissioning intentions development and subsequent annual delivery plan for 2025–2026, we have lobbied for 25% new monies or reallocated monies to be earmarked to support the NHS 'sickness to prevention' shift, to enhance the VCFSE role in primary, secondary and earlier intervention
- We will also lobby for the sector's involvement in the design of NHS C&M's strategic commissioning framework, so it is not disadvantaged by processes like the **Provider Selection Regime**, taking account of the sector's established provider delivery architecture in C&M

Co-producing services in their design and delivery

Involve VCFSE partners at the initial stages of strategic planning and through to the co-design of new service delivery models.

- We will build on the successful approach achieved with MerseyCare in working with the VCFSE on the mental health transformation programme and encourage similar approach between Cheshire and Wirral Partnership NHS Trust and its CVS partners

Supporting children and young people

We have been successful in embedding VCFSEs in our most important forums and programmes for children and young people and our focus in the year ahead will be to build on our strong representation through service delivery.

- Child and family poverty remains a priority for us and we are continuing to work with system and sector partners to look at way we can address this
- We are working through the Beyond programme to ensure children and young peoples (CYP) services are part of emerging neighbourhood health models
- We are working with NHS C&M and the Change and Integration Programme to recruit a VCSE Lead worker to design an emotional wellbeing and mental health self assessment tool
- We will continue to work with NHS C&M to embed the neurodiversity pathway, Koala NW have been appointed to provide training for professionals on the roll out of a new toolkit to better identify and support the needs of CYP who are neurodivergent
- We are exploring with NHS C&M how we can better coordinate and encourage insights from existing lived experience groups for CYP to help shape and improve future services, including recruiting a Young Peoples engagement worker to coordinate this work
- Our change champions are continuing to lead the drive for improvement in mental health, appropriate places of care, edging towards care, safeguarding, SEND, neurodiversity and demonstrating outcomes

Developing our workforce

Foster a 'one workforce' model, supporting VCFSE staff, volunteers, and carers through leadership and quality training, secondments and supported leadership opportunities.

- We are carrying out an exercise to understand the impact that supporting increasing numbers of people in mental health crisis has on our VCFSE workforce, including volunteers. We will use the results to help identify gaps around support and resources for the sector, linking with C&M's public health network, CHAMPS.
- We will be coordinating engagement work with Maternity Voices Partnership to gain wider and diverse insights into services, as well as better supporting and coordinating volunteers involved in the programme.
- We are working with CVS partners and their IT provider to link their online volunteering hubs, creating a single point of entry across all of C&M, whilst at the same time retaining their distinct systems to give people access to greater opportunities across the nine place boundaries

Making full use of healthcare data

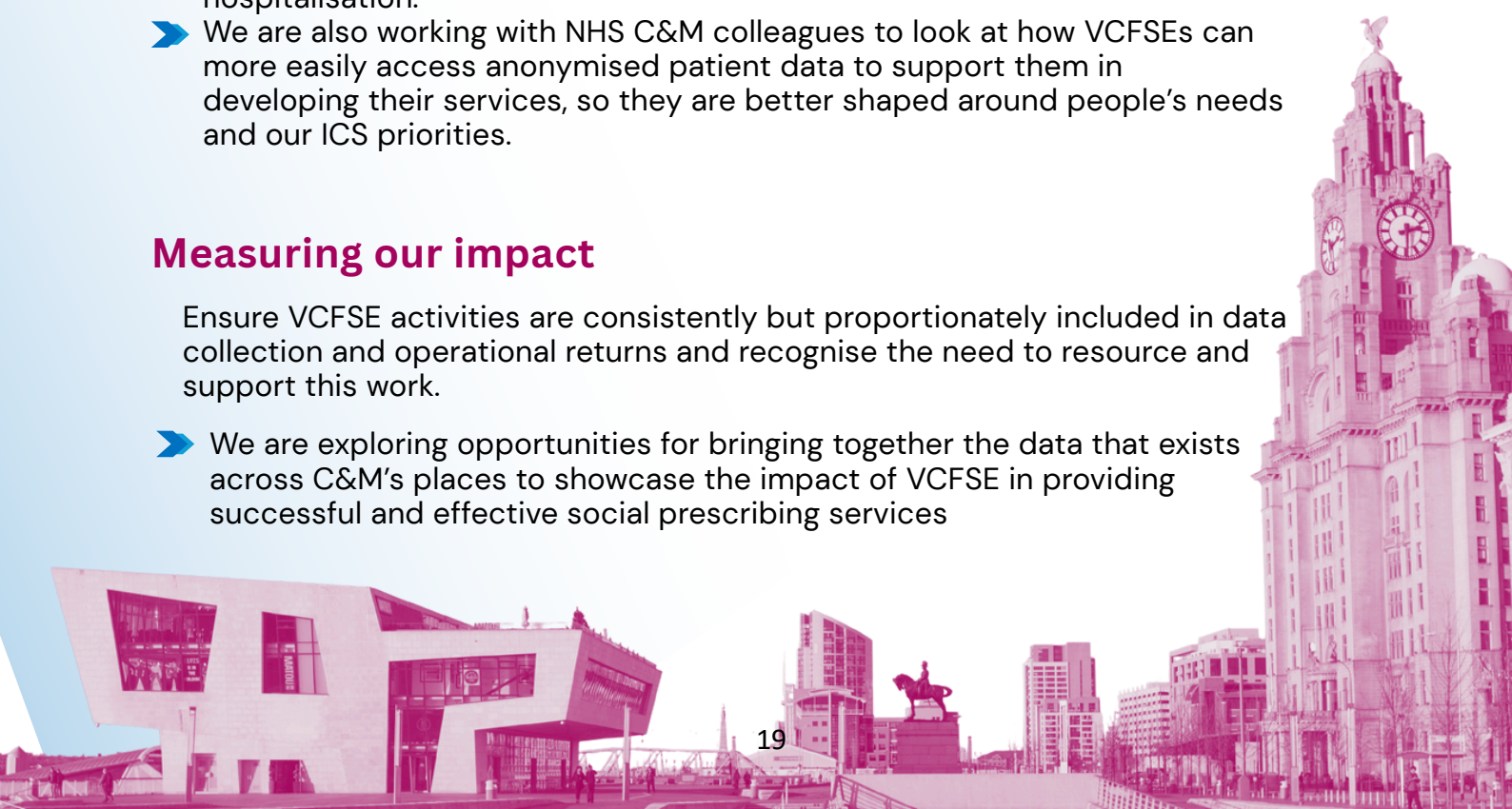
Facilitating appropriate and secure VCFSE access to anonymised and patient level data has the potential to provide more effective, individualised and targeted support for people with the greatest health needs, most at risk of hospital admission or readmission.

- We continue to have representation in different areas and levels of NHS C&M's Data into Action programme.
- Schemes are being explored in Cheshire West and Knowsley with VCFSEs working with GP practices and data experts on how patient identifiable data can be used to better target patients at greatest risk of being admitted to hospital and who would benefit most from an individualised package of VCFSE provided support to prevent them from needing hospitalisation.
- We are also working with NHS C&M colleagues to look at how VCFSEs can more easily access anonymised patient data to support them in developing their services, so they are better shaped around people's needs and our ICS priorities.

Measuring our impact

Ensure VCFSE activities are consistently but proportionately included in data collection and operational returns and recognise the need to resource and support this work.

- We are exploring opportunities for bringing together the data that exists across C&M's places to showcase the impact of VCFSE in providing successful and effective social prescribing services





CHESHIRE AND MERSEYSIDE VCFSE HEALTH AND CARE TRANSFORMATION PROGRAMME PROGRESS REPORT

JULY 2025

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VS6

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