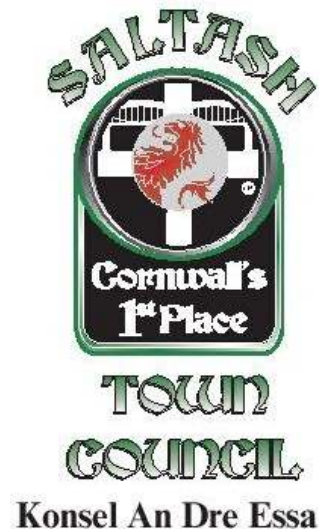


29 November 2023

Kate Shields
Chief Executive
Cornwall & IOS Integrated Care System



Dear Kate

Many thanks for your letter dated the 11th July 2023. We have been encouraged by your response, and the team continue to meet monthly to continue the work towards defining our agreed vision, which I attach. A quote from your letter has made the final edit.

Our priority now is to achieve implementation of the vision over a reasonable timescale. We believe we have secured an integrated approach, linking services here which have historically operated separately to provide care. This will nevertheless be difficult to sustain without immediate practical leadership and support from your organisation, particularly in rationalising buildings provision to meet the Vision, and securing ongoing investment.

As I have said to you before, we have benefitted greatly in the process so far from the input and leadership of the Managing Director for the area, and we hope that this can be continued in some way as your new organisation evolves. We also would wish to secure working links with specialists from your corporate team, eg Finance and Estates.

I would therefore like to invite you (and colleagues) to come to an early meeting in Saltash with selected community and patient representatives in the hope that we can develop mutual understanding about the way forward.

Yours Sincerely

Councillor Richard Bickford
Mayor of Saltash 2023 – 24



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