



TIAN



NHS Monthly Insight Report

July 2026

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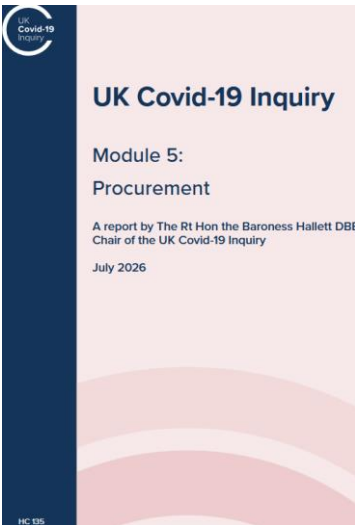
Introduction

Audit Yorkshire is a member of The Internal Audit Network (TIAN), which comprises of seven NHS internal audit consortiums and in house teams operating in England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. The NHS Monthly Insight Report highlights key publications and is intended as a useful update and reference tool. This report is produced by TIAN and shared by Audit Yorkshire.

Developments in the NHS	
National Maternity and Neonatal Investigation - Independent Investigation into Maternity and Neonatal Services in England: final report and recommendations 	Baroness Amos (chair of this investigation) has found that the maternity and neonatal system in England is no longer fit to consistently deliver high-quality, compassionate care to every woman and family, and requires urgent reform to put safety at its centre, embed a focus on listening to women, and ensure anti-racist practice at every level. This report highlights key areas of concern, identifies barriers to delivering change and sets out a robust package of eight recommendations aimed at delivering long-term systemic and cultural transformation in maternity and neonatal care for the 21st century. The report also includes an additional set of actions that can be taken now, which will make a significant difference to the experience of women and families and the ability of staff to provide safe care. https://www.matneoinv.org.uk/final-reports/ For consideration by all NHS providers of maternity and neonatal services
Department of Health & Social Care (DHSC) - Findings on post-death care and key actions required following the Fuller Inquiry and Nottingham maternity review	The DHSC has issued a letter to trust and ICB senior leaders detailing the key actions required to strengthen post-death care following the Fuller Inquiry and recent Nottingham maternity review. The DHSC has provided supporting documentation which includes a board assurance statement which should be returned by Friday 31 July. https://www.england.nhs.uk/long-read/nottingham-maternity-review-findings-on-post-death-care-and-key-actions-required-following-the-fuller-inquiry/ For action by all NHS Provider Trusts that have a mortuary, related storage area for the deceased, or routinely care for people after death

Developments in the NHS	
NHS England (NHSE) - Service change guidance	Updated guidance has been issued to support colleagues involved in designing and delivering substantial service change to navigate the reconfiguration process. It reflects powers for the Secretary of State to “call in” NHS reconfigurations, and the duty for NHS commissioning bodies to notify the Secretary of State about new substantial reconfigurations. https://www.england.nhs.uk/publication/planning-assuring-and-delivering-service-change-for-patients/ For information
NHSE - Minimum standards of patient experience - electives	NHSE has written to trusts setting out the new minimum standards for planned patient care. The standards define clearly and simply the very minimum patients and carers should expect when they are referred to an elective pathway – including what they should expect at the time of referral, while they are on the waiting list and information about their appointments. The standards have been developed with patients, unpaid carers, patient representative organisations alongside clinicians and NHS teams. Trust Boards should assess their current performance against the outlined standards and set out how they will improve where they are not meeting a standard. Trust Boards are also expected to publish a statement in 2026/27 setting out their approach to complying with the minimum standards, followed by an annual statement reflecting their assessment of progress against them. https://www.england.nhs.uk/publication/minimum-standards-for-planned-patient-care/ For implementation by all NHS providers of elective care
NHSE - Preventing unlawful access to patient records	This letter asks trust boards to place a renewed focus on educating staff while also implementing a tough approach in response to those who breach patient trust in this way. It is supported by a campaign to remind staff of the law and the potential impact on patients. https://www.england.nhs.uk/long-read/preventing-unlawful-access-to-patient-records/ For information and action as requested
NHS England - GP patient survey 2026	This survey assesses patients’ experiences of health care services provided by GP practices and experiences of NHS pharmacy and dental services. The results are presented at GP practice, ICS, Primary Care Network, and national level. Results show that 76.7% of respondents said their overall experience of their GP practice was good (75.4% in 2025 and 73.9% in 2024). As well as the overall experience of their GP practice, respondents were asked about contact with their GP practice, confidence and trust in the health care professionals at their practice, whether their needs had been met at their last appointment and more. https://www.gp-patient.co.uk/ For information
DHSC – 10 year capital plan for health and social care	This plan sets out how capital investment over the next decade will improve and modernise health care infrastructure, in line with the ambitions set out in the 10 Year Health Plan for England: fit for the future. It outlines how capital investment will enable the three shifts of hospital to community, analogue to digital and sickness to prevention, as well as support wider government missions. https://www.gov.uk/government/publications/10-year-capital-plan-for-health-and-social-care

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DHSC - New Hospital Programme annual report: 2025 to 2026  New Hospital Programme annual report: 2025 to 2026 CP 1607	This report sets out progress made during 2025/26, following the New Hospital Programme reset and publication of the “New Hospital Programme: plan for implementation” in January 2025. It includes information on scheme progress, programme achievements, future delivery priorities, funding, the methodology used for reporting scheme status and financial data. https://www.gov.uk/government/publications/new-hospital-programme-annual-report-financial-year-2025-to-2026 For information
UK Covid-19 Inquiry - Module 5: procurement 	This fifth report from the Covid-19 Inquiry's ten investigations examines how the UK government and devolved administrations procured and distributed vital healthcare equipment during the Covid-19 pandemic and makes recommendations for the future. The report highlights multiple failings, particularly at the outset of the pandemic. https://covid19.public-inquiry.uk/modules/procurement-module-5/ For information
DHSC- NHS staff standards	The 10 Year Health Plan committed to developing a new set of staff standards which will outline minimum standards for employment across a range of areas, aimed at improving staff experience. The standards set out the actions employers must take to deliver them and what staff can expect at work as a result. The documents published here bring together:

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	• An overview explaining why staff standards have been introduced, how they will be used and what each standard means in practice • The full staff standards, setting out the detailed requirements for employers The staff standards focus on key areas that staff have told us matter most, including: • Line management • Health and wellbeing • Violence prevention and reduction • Sexual safety • Tackling racism • Flexible working The standards have been developed by the DHSC and NHSE, working closely with employers and trade unions through the Social Partnership Forum, and are intended to be implemented locally through partnership working. The standards are for NHS staff, employers and leaders, and should be used alongside existing workforce policies and initiatives to support implementation. The standards will apply to secondary care, which includes acute, mental health, ambulance services and community healthcare. https://www.gov.uk/government/publications/nhs-staff-standards For information and implementation by all NHS secondary care providers
NHS College of Leadership and Management - NHS leadership and management framework	This framework aims to set clear expectations for all NHS leaders and managers, including line managers. It includes a code of practice and leadership and management standards for all NHS leaders and managers. It also contains a self-assessment tool to enable evaluation against the expected standards of managers. https://lmframework.leadershipacademy.nhs.uk/ For information
NHSE - National standards for healthcare portering services	These national standards establish a consistent, high-quality framework for the delivery of safe, effective, and patient-centred portering across organisations. This portering standards maturity matrix helps organisations evaluate the effectiveness of their services, identify gaps, and plan targeted improvements. https://www.england.nhs.uk/publication/national-standards-for-healthcare-portering-services/ For information and use by NHS Providers
NHS Alliance - ICB mergers: lessons for future success	The government is expected to announce the next ICBs that have been approved to merge in autumn 2026, with changes coming into effect on 1 April 2027. This guidance draws on engagement with leaders from the first six merged ICBs, setting out what they learned from their experience to inform how ICB leaders can implement future mergers and how the government and NHSE can best support them through mergers and boundary changes in 2027 and beyond. ICB leaders identified a number of enablers that support a successful transition, under three key themes:

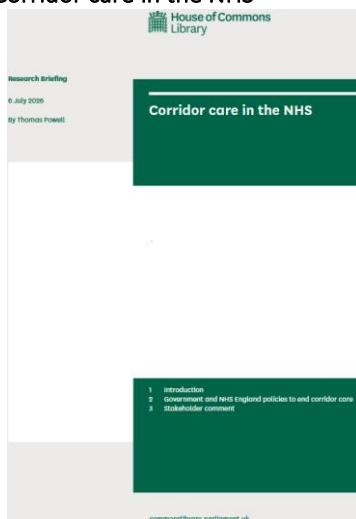
Developments in the NHS

- 1 Leading with purpose and supporting your people
- 2 Bringing people with you – communication and engagement
- 3 Managing complexity – delivering the technical transition.

<https://thenhsalliance.org/resources/icb-mergers-lessons-for-future-success>

For information

House of Commons Library - Corridor care in the NHS



‘Corridor care’ is a term used where patients are treated in hospital corridors and other areas that lack the usual facilities for clinical care. Several reports have raised concerns about the scale of corridor care and the impact this is having on patients and staff. This briefing was prepared ahead of a House of Commons general debate on corridor care in the NHS on Wednesday 8 July 2026, which was nominated by the Backbench Business Committee.

<https://researchbriefings.files.parliament.uk/documents/CBP-10938/CBP-10938.pdf>

For information

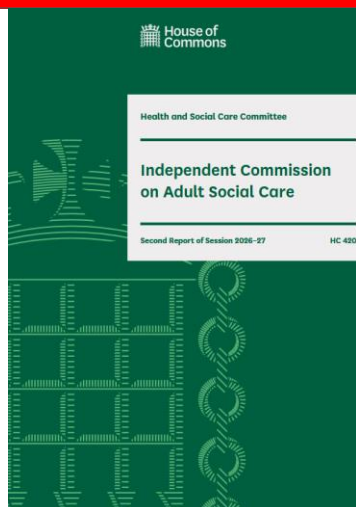
House of Commons Health and Social Care Committee - Independent Commission on Adult Social Care

This report is based on evidence from Baroness Casey, who was appointed in April 2025 to lead an independent commission on social care reform. It urges the next prime minister to confirm that full proposals to fix adult social care should be published before 2028 and that work to implement reforms must not be delayed to the next general election.

<https://committees.parliament.uk/publications/53980/documents/300918/default/>

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Nuffield Trust - Sharing the costs of social care: how other countries balance state and individual contributions



This report looks at where the line should fall between individual and state responsibility for social care costs. It details how eleven countries and regions approach cost-sharing, offering policymakers a comparative foundation to inform the questions facing England, the government and the Casey Commission.

[https://www.nuffieldtrust.org.uk/sites/default/files/2026-07/Nuffield%20Trust%20-%20Sharing%20the%20costs%20of%20social%20care WEB.pdf](https://www.nuffieldtrust.org.uk/sites/default/files/2026-07/Nuffield%20Trust%20-%20Sharing%20the%20costs%20of%20social%20care%20WEB.pdf)

For information

Fabian Society - Care to share: building the National Care Service

This briefing contains articles by experts and policy makers which identify the decisions the government will need to get right, covering topics including funding, charging and the social care workforce. A number of contributors pick up on the theme of urgency: as Labour approaches the midpoint of its first term in office, they argue that social care must not be sacrificed due to any future election campaigns.

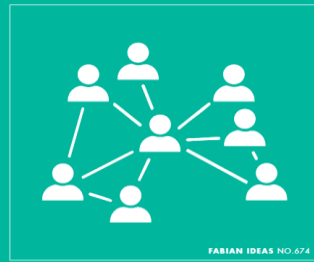
<https://fabians.org.uk/wp-content/uploads/2026/06/NCS-web-final-23-jun-1.pdf>

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CARE TO SHARE BUILDING THE NATIONAL CARE SERVICE

EDITED BY BEN COOPER, IGGY WOOD AND MILES
WARD



Nuffield Trust - Time to clear the tables: why NHS league rankings don't work

Last year, the government introduced league tables rating the performance of NHS trusts in England. This long read argues that the tables are a poor guide to the quality of care that patients can expect.

<https://www.nuffieldtrust.org.uk/news-item/time-to-clear-the-tables-why-nhs-league-rankings-don-t-work>

For information

Health Foundation - How efficiency varies across NHS acute trusts

This analysis examines how NHS efficiency has changed since the pandemic, the extent of variation across trusts and whether reducing that variation could provide a feasible route to improving efficiency nationally. Specifically, it considers whether the national decline in efficiency is being driven by a downward shift in efficiency levels across all trusts or a widening of variation between them.

<https://www.health.org.uk/reports-and-analysis/analysis/how-efficiency-varies-across-nhs-acute-trusts>

For information

NHS Employers - Post-incident support framework

This guidance offers a support framework with actionable steps for staff affected by physical violence and psychological trauma within NHS settings.

https://www.nhsemployers.org/system/files/2026-07/Post-incident-support-framework-July2026_0.pdf

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 NHS Staff Council Health, Safety & Wellbeing Group Post incident support framework Working in partnership	
UCL Partners - Beyond productivity: AI and NHS workforce implications	This report explores what non-clinical AI means for the workforce, from changing roles and skills to the governance, training and support staff need to use AI safely and effectively. Commissioned by NHSE, the report was developed by the three London Health Innovation Networks, UCL Partners, Health Innovation Network South London and Imperial College Health Partners, drawing on published evidence and insight from NHS leaders, clinicians, operational teams and workforce representatives. https://uclpartners.com/wp-content/uploads/2026/06/UCLP-Implication-of-AI-on-the-NHS-Workforce-06.26.pdf For information
Greater London Authority - Heat ready London: adapting the city to a warmer climate	London is already experiencing record-breaking rising temperatures. Heat is now one of the most serious and fastest-growing risks to health, infrastructure and the economy. This report sets out how London needs to work together to adapt the capital to a hotter climate. It focuses on six key sectors: the built environment; business and economy; emergency preparedness; resilience and response; health and care; and green space and nature and infrastructure. https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/climate-change/climate-adaptation/heat-risk/heat-ready-london For information
Faculty of Public Health - Growing up in an online world	This report suggests actions to protect the health and wellbeing of children and young people as they navigate the online world. The report is drawn from a formal response to the Department for Science, Innovation and Technology national consultation “Growing Up in the Online World”. It considers the growing evidence that online platform design and content is negatively impacting the health of children and young people and becoming an increasingly severe public health issue. It highlights that many online platforms including social media networks are driven by commercial interests, and argues that conflicts between profits and safeguarding are often leading to insufficient safeguarding for children and young people. https://www.fph.org.uk/media/1jdoond3/fph_growinguponline_report-titled-3.pdf

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 Growing up in an online world Report of the FPH Formal Response to the Department for Science, Innovation, and Technology (DSIT) National Consultation FACULTY OF PUBLIC HEALTH	For information
Bite Back - Click-bait vs children's health  FUEL US DON'T FOOL US OUT-OF-HOME #2 Click-bait vs children's health: How are big food chains exploiting loopholes to promote junk food on social media? BITE BACK	At the turn of 2026, the government introduced new restrictions on junk food advertising online and on TV before 9pm to help protect children and young people. However, this report reveals that some of the UK's biggest food chains also reach young people through their own social media channels which don't fall under the regulations. The research analysed hundreds of posts from major food brands on TikTok and Instagram and uncovered how unhealthy products, viral trends, memes and youth-focused content dominate young people's social feeds and For You Pages. https://www.biteback2030.com/about/our-research/report-click-bait-vs-childrens-health/ For information
DHSC - DHSC counter-fraud strategy: 2026 to 2029	This strategy sets out a co-ordinated programme of activity to tackle the underlying factors that enable fraud. It does this by: embedding counter-fraud by design across policies, processes and systems; identifying and understanding fraud risks through improved data and analysis; taking targeted, proportionate action to prevent, detect and disrupt fraud; and pursuing enforcement, sanctions and recovery where fraud occurs. It is structured around four priority areas which are prevention and detection, building our people and culture, whole system approach, and enforcement and recovery. https://www.gov.uk/government/publications/dhsc-counter-fraud-strategy-2026-to-2029 For information
NHS Counter Fraud Authority – Good practice guidance	The NHSCFA has produced resources to help NHS organisations prevent, identify and respond to staff fraud risks. The guidance provides practical advice, examples of good practice and suggested actions that organisations can take to identify vulnerabilities and reduce the

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	opportunity for fraud to occur. https://cfa.nhs.uk/fraud-prevention/fraud-prevention-guidance/staff-fraud-guidance For information and consideration
HFMA Briefing: NHS Auditor Panels  NHS auditor panels What is required and how to make them work in practice 03 July 2018	In the NHS, the statutory auditor panel requirements apply to integrated care boards (ICBs) and NHS trusts, while foundation trusts currently have separate arrangements through their councils of governors. However, proposed reforms will bring foundation trusts closer to the arrangements used by NHS trusts and ICBs. In practice, auditor panel responsibilities are usually delivered through NHS audit committees, or a sub-group of the audit committee, rather than through a separate standalone panel. Auditor panels play a key role in supporting effective oversight and auditor independence. This means ensuring there is a robust appointment process, clear oversight of the auditor relationship and effective management of conflicts of interest. https://www.hfma.org.uk/publications/nhs-auditor-panels For information
HFMA Briefing - Charity regulators: update for NHS charities  Charity regulators: update for NHS charities July 2026 21 July 2018	This paper updates on recent guidance from the three charity regulators and other relevant bodies that may affect the financial management and governance of NHS charities. It is based on information available on their websites and provides appropriate links to that guidance. The briefing covers recent updates in relation to the Charities SORP and the various codes of governance for charities. Changes and new items since the last update are marked as such. It also covers recent updates in relation to changes to legislation and guidance from the: • Charity Commission for England and Wales • Office of the Scottish Charity Regulator (OSCR) • Charity Commission for Northern Ireland • Fundraising Regulator and Scottish Fundraising Adjudication Panel. https://www.hfma.org.uk/publications/charity-regulators-update-nhs-charities For information of those involved in NHS Charities
HFMA Briefing - A summary of the Health Bill for finance teams	The Health Bill will change the structure of the NHS. Unless revised, when enacted, it will abolish NHS England, the Health Safety Investigations Body, Healthwatch England and Local Healthwatch. This will have implications for the financial management and

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A summary of the Health Bill for finance teams

02 July 2016

governance of integrated care boards and NHS provider bodies. NHS foundation trusts will be particularly affected.

<https://www.hfma.org.uk/system/files/2016-07/a-summary-of-the-health-bill-for-finance-teams-10640.pdf>

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Disclaimer: This briefing paper is intended to highlight recent developments and issues within the NHS that may be of interest to non-executive directors, lay members and NHS managers. It is not exhaustive and TIAN cannot be held responsible for any omission.

