



**Scottish
Ambulance
Service**

University National NHS Board



NOT PROTECTIVELY MARKED

MINUTES OF THE 201ST PUBLIC MEETING OF THE SCOTTISH AMBULANCE SERVICE BOARD

1000 HOURS ON WEDNESDAY 29 MARCH 2023

MS TEAMS

Present:

Board members: Tom Steele, Chair (Chair)
Irene Oldfather, Non Executive Director & Vice Chair
Julie Carter, Director of Finance, Logistics & Strategy
Stuart Currie, Non Executive Director
Pauline Howie, Chief Executive
Liz Humphreys, Non Executive Director Whistleblowing
Carol Sinclair, Non Executive Director
John Riggins, Employee Director
Madeline Smith, Non Executive Director
Dr Francis Tierney, Non Executive Director
Dr Jim Ward, Medical Director

Regular attendees: Paul Bassett, Chief Operating Officer/Deputy Chief Executive
Kenny Freeburn, Regional Director, East
Mark Hannan, Head of Corporate Affairs & Engagement
Stephen Massetti, Director, National Operations
Lindsey Ralph, Board Secretary
Emma Stirling, Director of Care Quality & Professional Development
Milne Weir, Regional Director, North

In Attendance: Karen Brogan, Associate Director of Strategy, Planning and Programmes (Item 06)
Graeme Ferguson, Acting Director of Workforce
Al Shields, Head of Risk and Resilience (Item 07)

WELCOME AND INTRODUCTION

The Chair welcomed everyone to the 201st Scottish Ambulance Service Board meeting. Apologies were noted from Non Executive Directors, John McGuigan and Cecil Meiklejohn and regular attendees, Avril Keen, Director of Workforce and David Robertson, Regional Director, West. The Chair welcomed Graeme Ferguson, who was deputising for Avril Keen at this meeting.

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ITEM 01 PATIENT STORY

Board members viewed the patient experience video in advance of the meeting which shared the story of Claire, the captain of Findhorn Coastal Rowing Club, who was taking part in an evening rowing training session in Findhorn Bay and MacLean, who suddenly collapsed as they were returning to shore. Claire, having been a volunteer First Responder with Wildcat Cardiac Responders for five years, could see that MacLean had stopped breathing and had no pulse and quickly began CPR chest compressions. She was supported in her CPR efforts by the rest of the crew, who dialled 999, accessed the defibrillator and brought it to the scene. Claire applied the defibrillator pads and after three shocks, MacLean started breathing again.

Board members discussed the chain of survival and welcomed the story which showcased the excellent work of Community First Responders and Wildcat Responders. They were delighted to hear that MacLean had since made a full recovery and Claire had received the Royal Humane Society Certificate for Resuscitation, alongside her rowing club teammates.

In response to questions from Board members about ensuring public access defibrillators could be easily accessed by members of the public, Paul Bassett explained the process and the Service's ongoing work to ensure these were registered and mapped across Scotland.

Liz Humphreys referred to Save a Life for Scotland's online CPR training that was available to members of the public and Jim Ward described the Service's training and education with key partners including Save a Life for Scotland who it worked with on a series of initiatives. He reported that the Service was keen to continue to broaden this work through its engagement with local authorities and further information on this would be provided in a future Board report.

In response to a question raised by the Chair, Jim Ward described the Service's approach to digital technology and innovation and the potential opportunities for virtual reality training that could create realistic conditions for people performing CPR in an environment where there were distracting noise factors. He said that prohibitive factors such as the associated cost would reduce over time and this would continue to be explored by the Service.

Board members noted that the focus of the Chief Executive's weekly staff engagement session on 30 March was Out of Hospital Cardiac Arrest and the Service's aim of improving survival rates to 15% in Scotland by 2026. Pauline Howie confirmed that the Medical Director would give an update on this work at a future Board Development session.

In response to a question from the Chair about whether public access defibrillators should be included in planning legislation requirements for public buildings, similar to other life saving equipment such as smoke alarms and fire extinguishers, Jim Ward advised that he would raise this matter through the National OHCA reference group as it had previously been discussed in the early stages of the launch of the OHCA Strategy.

The Chair confirmed he would convey the Board's thanks to the Claire and MacLean for sharing their valuable experience with the Service.

Action:

- 1. Board Secretary** – to include an update on Out of Hospital Cardiac arrest from the Medical Director at a future Board Development session.

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ITEM 02 DECLARATION OF INTERESTS

The following standing declarations were noted: -

- Irene Oldfather - Director of Scotland's Health and Social Care Alliance and Member, Flu Vaccination and Covid-19 Vaccination Programme Board (FCVC) and Vice Chair, Domestic Advisory Group (DAG), Trade and Cooperation Agreement with the European Union.
- Madeline Smith – Board member, Digital Health and Care Innovation Centre
- Carol Sinclair – Strategic Data Adviser, Digital Health and Care, Scottish Government and Trustee, Scotland's Charity Air Ambulance
- Liz Humphreys - Non Executive Director, Public Health Scotland and member of the Audit and Accountability Committee of the Police Investigations and Review Commission
- Stuart Currie - Non Executive Director, State Hospital and Vice Chair of the Independent Review of Inspection, Scrutiny and Regulation of Social Care in Scotland by SG.
- Paul Bassett - Trustee, Scotland's Charity Air Ambulance

ITEM 03 MINUTES OF MEETING HELD ON 25 JANUARY 2023

Board members approved the minutes.

ITEM 04 MATTERS ARISING

Board members approved the removal of matters arising 200/02/01, 200/05/05i, 200/05/05ii

Board members agreed that matters arising 200/08/10ii would be amended to replace 'at a future Board Development session' with 'and how this would be captured in the reports to the Board'.

ITEM 05 BOARD QUALITY INDICATORS AND PERFORMANCE REPORT

The Chair thanked the Executive Team for the Board weekly reports which continued to keep Board members updated on performance against the Service's core indicators.

Pauline Howie provided a summary of the main points from the paper and highlighted that there had been a gradual easing during the reporting period of the most extreme winter pressures that the NHS across the whole of the UK had experienced, and the Service had gradually reduced from its highest level of escalation down to REAP level 2. As a result of this, the Service had been able to restart some of its non immediate patient facing service delivery, including training and education and organisational development work and its longer term planning of transformation coming out of the pandemic.

Board members noted the report to end February 2023 and Pauline Howie reported that there had been a real pressure in the system in early March, with a cluster of COVID-19 cases in the west of Scotland and increased pressures in bed occupancy and hospital flow. Board members noted that while there had been some easing of pressures related to turnaround times these had deteriorated again in recent weeks. This continued to be the Service's highest risk and the principles for Safe Transfer to Hospital, to ensure the timeous handover of ambulance patients, was in the final stage of approval for issue to NHS Boards by Scottish Government.

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In response to a request from the Chair, Jim Ward described the ongoing pressures related to hospital turnaround times. He reported that a number of hospital sites were affected by challenging infection control measures which had resulted in ward closures and this had put pressure on the continuous flow model that had shown some initial improvements as sites had adopted this. He advised that the Service had continued to focus its efforts and support local sites experiencing the greatest challenges and to ensure appropriate escalation arrangements were in place. Board members were pleased to note that despite these pressures, clinical performance had been maintained.

Stuart Currie referred to the additional resources related to the Demand and Capacity programme and his continued concern that the Service was not able to realise the full benefits as these resources were being utilised to support the hospital turnaround pressures in the wider system and the impact this could have on the Service's ability to deliver the aims of its ambitious 2030 strategy. Pauline Howie assured Board members that the Demand and Capacity programme had been undertaking a benefits realisation assessment and modelling work to understand the impact of this and these issues and risks were understood by Scottish Government officials, particularly in relation to patient safety and staff wellbeing. She advised that the implementation of the principles of the Safe Transfer to Hospital would provide the clinical leadership that was critical for this issue to be handled effectively throughout all systems in Scotland. Karen Brogan then described the detail of the modelling work that was being progressed to fully assess the impact.

Francis Tierney asked for further information on the national thrombectomy programme and funding application submitted in February 2023 to support the continuation of this work stream. Jim Ward confirmed that in Autumn 2022 there was a fundamental review of the programme given the financial and resource constraints, and the clinical model had since been reviewed and the Service had resubmitted its costs for delivery of this. He assured Board members that the Service continued to focus on its wider stroke improvement work, on diagnostic accuracy, conveyance to definitive care, on scene times with a view to reducing the 999 call to needle time, which was one of the measures the Service had started reporting on.

In response to a question from Madeline Smith about the dip in shift coverage, Pauline Howie confirmed that the Service had restarted training as it understood the need to balance risk across the system and the need for people to be appropriately trained. Paul Bassett confirmed that this was being closely monitored and over the Easter period training would be suspended to ensure the Service was maximising shift coverage and availability of resources. He described a number of factors the Service was managing at the moment which included the transition to the new demand and capacity shift rosters, the increased abstractions for training, sickness absence and the utilisation of the carry forward of annual leave allocation to ensure staff were appropriately rested.

Pauline Howie referred to the major incident in Leith, Edinburgh on 22 March 2023 and thanked all staff involved for their efforts. In response to a question from Carol Sinclair, Stephen Massetti described the measures the Service had in place to respond to a major incident that mitigated against wider impact pressures on business as usual and Board members noted that there would be a single agency debrief held followed by a multi agency debrief to ensure any learning was shared.

In response to a question from the Chair, Paul Bassett confirmed the level of shift coverage the Service currently planned. Board members noted that the aim in 2022/23, during the

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implementation of the Demand and Capacity programme, was 93% and for 2023/24 this would increase to 95%, with local flexibility built in to reflect the Service's forecasting predictions.

The Chair thanked the Executive Team and their teams for the extensive work undertaken during the reporting period.

Board members **noted** the report.

ITEM 06 DELIVERING OUR 2030 STRATEGY – PORTFOLIO UPDATES

Pauline Howie and Karen Brogan provided a summary of the main points from the paper.

Pauline Howie referred to the updates provided by Karen Brogan in the Board matters arising paper on progress with implementing the feedback received from Board members. The Chair thanked Non Executive Directors Madeline Smith, Irene Oldfather, Carol Sinclair and Liz Humphreys for their involvement in meeting with the Associate Director of Strategy, Planning and Programmes and the Programme Manager to discuss the programme of work in more detail and provide further suggestions on the information Board members would find helpful in their scrutiny and assurance role.

Irene Oldfather asked for further information about the High Intensity Users work which had been impacted due to the uncertainty of long term funding. Emma Stirling described the work being progressed and advised that the Executive Team had approved funding at its meeting on 14 March 2023 to expand this workstream and the recruitment of 2.5 wte Clinical leads to support this work.

Madeline Smith welcomed the progress that had been made across the portfolios to date and referred to the Workforce and Wellbeing Portfolio report. She suggested that this should include information related to the training and education model development to provide assurance to the Board that it was underway. Graeme Ferguson agreed and provided assurance that this would be updated for future highlight reports.

In relation to training and development, Emma Stirling described the review work being progressed to ensure the Service's Education and Professional Development Department model could meet the Service's priorities for 2023/24.

The Board noted progress and the update on the new NHS Scotland Planning Guidance and commission for the Service's 2023/24 Annual Delivery Plan and Medium Term Plan.

Action:

- 2. Acting Director of Workforce** – Workforce and Wellbeing portfolio update to include information related to the training and education model development to provide assurance to the Board that this work was underway.

ITEM 07 CORPORATE RISK REGISTER (PUBLIC)

Julie Carter and Al Shields provided a summary of the main points from the paper and Board members noted the update on corporate risks provided in section 4.2.

Carol Sinclair noted the update provided in Section 4.3 and suggested that it would be useful for the Audit Committee to receive a hot topic item from the internal auditors to further

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understand the landscape of risk in NHS Scotland, particularly related to appetite and tolerance. Julie Carter confirmed that this would be progressed as part of the benchmarking exercise. She also referenced the new external audit guidance related to risk management arrangements and the Blueprint for Good Governance (second edition) that included enhanced sections related to the risk management system for NHS Boards.

Board members **approved** the corporate risk register and noted the actions in place and the assurance being received that risks are being controlled effectively.

ITEM 08 2030 COMMUNICATIONS AND ENGAGEMENT STRATEGY

Following on from the presentation at the Board Development session in October 2022, Mark Hannan provided a summary of the main points from the paper being presented for approval.

The Chair thanked Mark Hannan and his team for their work to produce the report and Irene Oldfather provided some initial feedback for improvement which included

- Page 4 – reword the aim to build stronger relationships with people we work with to include ‘and the communities we serve’
- The emphasis at the start of the report should be staff and the communities served.
- Include a statement at the start of the report noting that the Service always works with human rights principles

It was agreed that Irene Oldfather would provide further feedback on minor changes to Mark Hannan out with the meeting.

Board members welcomed the report and inclusion of case studies. Liz Humphreys asked how the Service would capture the work being done by staff. Mark Hannan confirmed that the focus on this would be internal and would include engagement with the Senior Leadership Team leads and their teams on the delivery of the strategy.

Stuart Currie welcomed the format of the report which he considered reflected well the Board meeting conversations and from a scrutiny point enabled members to track progress of delivery.

Board members **approved** the strategy subject to the above amendments being reflected and some further minor amendments that Irene Oldfather would feedback directly to Mark Hannan out with the meeting.

Action:

3. **Director of Finance, Logistics and Strategy** – Head of Corporate Affairs to update the draft strategy with feedback received from Irene Oldfather, Non Executive Director, prior to publication.

ITEM 09 MAINSTREAMING EQUALITY AND DIVERSITY AND GENDER PAY GAP REPORT

Graeme Ferguson provided a summary of the main points from the report and Madeline Smith, Chair of Staff Governance Committee, provided assurance to Board members that the report was reviewed and discussed by the Committee at its meeting on 16 March 2023 and recommended to the Board for approval.

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Board members welcomed the quality and presentation of the report and recorded their thanks to Coralie Colburn, Employee Relations and Equalities Manager, for her work to produce the comprehensive report for the Board's approval.

Irene Oldfather welcomed the references throughout the report acknowledging the role of carers within the patient journey and suggested for future reports this should include a particular reference that staff could also be carers. Graeme Ferguson welcomed this feedback and confirmed that this would be reflected in future reports.

In response to a question from Carol Sinclair and Liz Humphreys, Graeme Ferguson provided assurance that there would be an action plan in place to reflect the findings of the report and ensure ongoing progress in this important area of work.

Board members **approved** the Mainstreaming and Gender Pay Gap reports and noted that these would be published on the Service's website by the end of April 2023 as required.

ITEM 10 ANNUAL CLIMATE EMERGENCY AND SUSTAINABILITY ACTION PLAN

Julie Carter provided a summary of the main points from the paper and Board members noted

- The actions allocated across the next three years.
- That a number of these actions would be developed over a number of years which was reflected in the colour coding moving from amber to green.
- The Cabinet Secretary for Health and Social Care's letter of 8 March 2023 to NHS Board Chairs and Chief Executives detailing the Triple Planetary Crisis had been shared with Board members in advance of the meeting and the action plan responded to this ask, with actions prioritised for the next 2 years. Further details would be included within the Service's Annual Delivery Plan.
- The Service had received positive feedback on its Annual Report submitted in January 2023 and the next report would be submitted in October 2023.

Irene Oldfather, Non Executive Sustainability champion thanked Julie Carter and her team for their extensive work to produce the action plan.

Board members welcomed the action plan to track progress and impact and noted that progress would be reported through the Communities and Place Portfolio Board and at each Board meeting within the 2030 Strategy update.

Board members **approved** the action plan.

ITEM 11 FINANCIAL PERFORMANCE TO END FEBRUARY 2023

Julie Carter provided a summary of the main points from the paper and Board members noted the financial position showed a deficit of £1.9 million against a trajectory of £0.5 million to end February 2023.

Board members noted the areas contributing to the current adverse financial position, which included a shortfall in COVID-19 funding and fuel costs. Local efficiency savings of £8.7 million had been delivered to date against a full year plan of £6.4 million

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Board members noted that due to the additional COVID-19 funding received in January 2023, the Service was now reporting an improved revised financial forecast of £1.5 million deficit, reduced from the £5.3 million forecast deficit reported in December 2022 and the Service continued to aim to deliver a balanced position for financial year 2022/23.

Board members **noted** the financial position.

ITEM 12 PERSON CENTRED CARE UPDATE

Emma Stirling provided a summary of the main points from the paper and Board members noted recent patient experience activity, compliments, PFPI work and complaints compliance, themes and actions.

Board members discussed complaints and noted compliance for Stage 1 (92.5%) and Stage 2 (89.7%) against a compliance target of 70%. They thanked the teams concerned for the considerable improvement efforts made throughout the year and were pleased to note that the Service was on target to achieve its highest performance since the NHS Model Complaints Handling Procedure was introduced.

Board members noted the progress being made to review the top complaint themes to better understand the current data and glean meaningful information and a proposal was being presented to the Research and Development Group on 27 April 2023, with feedback to be reported to the Board through this standing agenda item in May 2023.

ITEM 13 PATIENT AND STAFF SAFETY HAI UPDATE

Emma Stirling provided a summary of the main points from the paper and Board members noted

- performance against the HAI standard and overall compliance with the Standard Infection Control Precautions continued to be sustained.
- 34 deliverables had been fully achieved in the Service's Infection Prevention and Control Programme of Work for 2022/23.
- IPC team had reviewed the outstanding policy and guidance as a result of the pandemic which was on track to be completed by end March.
- The National Ambulance Service Infection Prevention and Control carried out a peer review audit of the Service in January 2023.
- Overall compliance with PVC insertion care bundle was consistently above the quality indicator aim of 95%.

Board members **noted** the report.

ITEM 14 HEALTH AND WELLBEING UPDATE

Graeme Ferguson provided a summary of the main points from the paper and Board members noted the update of the health and wellbeing activity and the closing position to year end of the roadmap for 2022/23. The new approach to the delivery of the final year of the strategy would be adopted as the Service developed its priorities for 2023/24.

Referring to the Board matters arising action 200/10/12, Liz Humphreys reported that she was meeting with Graeme Ferguson to progress this action to ensure that the healthy culture

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section of the report would clearly reflect the actions related to the Service's ambition for people to feel comfortable and confident to speak up.

Following points raised by Stuart Currie and Madeline Smith, Board members noted that it was important that health and wellbeing became part of the mainstream reporting on staff experience, and not a separate programme of work and this was being progressed in the review of the Staff Governance Committee reporting.

Pauline Howie advised that she had met with Madeline Smith, Chair of Staff Governance Committee and the Acting Director of Workforce to discuss further work that could be progressed related to the presentation of the strands of staff governance to make it more holistic and this work would be progressed in advance of the June Staff Governance Committee with proposals for Board reporting on the health and wellbeing standing item to be discussed at the August Board Development session.

Board members **noted** the report.

ITEM 15 CHAIR'S VERBAL REPORT

The Chair provided an update on activities within the reporting period and Board members noted:-

- The outputs from the joint Service and NHS 24 Collaborative Board workshop to further explore strategic collaborative opportunities held on 28 March 2023 were being developed and a further joint Board workshop would be held in October 2023.
- The announcement of the new Chief Executive, Michael Dickson, who would take up post in summer 2023.
- The Chair and Board Secretary were reviewing the arrangements for the April Board Development session to include the Board's participation at Scottish Government's event for NHS Boards on the implementation of the Blueprint for Good Governance (second edition).
- The Chair attended the joint NHS Chief Executives and Board Chairs meeting with Scottish Government Directors on 27 March which focused on a strategic forward look.

ITEM 16 CHIEF EXECUTIVE'S UPDATE

Pauline Howie provided an update on matters not covered on the agenda and recent activity which included:-

- The work the Service had been progressing related to its medium and long term planning (horizon 2 and 3).
- The various National response groups related to winter response had been stood down with the exception of the joint National Health and Care Group related to delayed discharges which was co-chaired by the Cabinet Secretary for Health and Social Care and COSLA. The Service contributed to this in terms of hospital turnaround times being recognised as one of the key safety concerns given the delayed discharges that remained in the system.

Board members noted the Executive Team had received an update from the Employee Relations and Equalities Manager on the Service's enhanced arrangements for its equality, diversity and inclusion groups with new groups established for gender equality. All groups now

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had an Executive lead and the Chief Operating Officer chaired the overarching group that would co-ordinate the emerging key themes to ensure these were fed into the Service's plans, particularly in relation to organisational development.

The Chief Executive and Medical Director had attended a national workshop on Urgent and Primary Care in March 2023 in preparation of NHS Scotland health boards becoming responsible for this in the next few months as it would no longer be part of the GP contract.

ITEM 17 STAFF GOVERNANCE COMMITTEE

Board members noted the minutes of 15 December 2022, approved by the Committee on 16 March 2023. Madeline Smith, Chair of the Committee, provided the key points from the meeting held on 16 March 2023. Board members noted the Committee:-

- Approved the closing position of:-
 - the 2022/23 Staff Governance Committee Action Plan and draft plan for 2023/24,
 - the 2022/23 health and wellbeing roadmap and the draft roadmap for 2023/24 and requested an update on the health and wellbeing strategy evaluation at the June Committee meeting.
 - the 2022/23 Organisational Development plan and the draft plan for 2023/24 and welcomed the work ongoing to ensure alignment to the People Strategy as it develops.
- Approved the Mainstreaming Equality and Diversity and Gender Pay Gap reports and recommended these to the Board for approval.
- Reviewed the Workforce report and welcomed the inclusion of Learning in Practice data and work being undertaken by the Head of Workforce Planning and Analytics and BI team to ensure a consistent source of data for workforce reporting.
- Noted the draft People Strategy following feedback from Board members and that a further draft would be circulated to members virtually once developed.
- Received an update from the Learning from Events group and welcomed the work being undertaken and noted that a further update would be provided to the next Committee on the formalised process.
- Noted the update from the Recruitment Shared Service business as usual performance and activity data.
- Noted regular updates on health and safety, demand and capacity programme, workforce risk register, education, whistleblowing and partnership.
- All Non Executive Directors were invited to attend an Ambulance Association of Chief Executives Violence Prevention and Reduction session which provided an opportunity to examine the national context and work plan for violence reduction and explored the Service's role in supporting the agenda, data and statistics.

ITEM 18 CLINICAL GOVERNANCE COMMITTEE

Board members noted the minutes of 14 November 2023 approved by the Committee on 13 February 2023. Stuart Currie, Chair of Committee, provided the key points from the meeting on 13 February 2023. Board members noted the Committee:

- Received a hot topic presentation on the Ambulance Control Centre Integrated Clinical Hub from the Medical Director which highlighted the main objectives, activity data, benefits realisation, patient and system benefits and the next steps.
- Approved the Clinical Risk Register and combining of 2 risks along with the downgrading of one risk from high to medium following mitigation actions implemented.

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- Discussed the Patient Experience and Learning from Events update and noted the continued increase in complaints compliance and welcomed the SAER training offered to staff undertaking reviews to ensure quality, compliance and confidence.
- Noted the Clinical Governance and Patient Safety report and took assurance on current activities and agreed the Medical Director and Director of Care Quality and Professional Development would consider the presentation of future Committee reporting to avoid the overlap of themes within this report and that of the Patient Experience and Learning from Events report.
- Noted the process underway to develop new UK Medical Device Regulations in 2023/24 by the UK Regulator and updates would be provided to the Committee as required.
- Noted update reports on infection prevention and control, education, clinical services transformation programme, internal audit risks and actions, whistleblowing quarterly report, Committee work plan 2023
- Noted minutes from the Clinical Assurance Group, Medicines Management Group, National Clinical Operational Governance Group and Research Development and Innovation Group.

ITEM 19 BOARD DEVELOPMENT REPORT – 22 FEBRUARY 2023

Board members noted the report.

ITEM 20 DATE OF NEXT MEETING

10 am on Wednesday 31 May 2023.

The Chair thanked members for their participation and closed the meeting.

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