

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST

Minutes of the Board of Directors Meeting Held on Wednesday 2 March 2022 at 2.00pm via Microsoft Teams

Present:

Russell Hardy	(RH)	Chairman
Charles Ashton	(CA)	Chief Medical Officer (until Minute 22.051 and then from Minute 22.059)
Glen Burley	(GB)	Chief Executive
Anne Coyle	(AC)	Managing Director
Harkamal Heran	(HH)	Chief Operating Officer
Rosemary Hyde	(RHy)	Non-Executive Director (NED)
Kim Li	(KL)	Chief Finance Officer
Simon Page	(SP)	NED
David Spraggett	(DS)	NED
Sue Whelan Tracy	(SWT)	NED

In attendance:

Yasmin Becker	(YB)	Associate NED
Adam Carson	(ACa)	Managing Director, Innovate Healthcare Services Ltd (from Minute 22.051)
Sarah Collett	(SC)	Trust Secretary
Sophie Gilkes	(SG)	Chief Strategy Officer
Deepa Masani	(DM)	Freedom to Speak Up Guardian Advisor
Rebecca Moore	(RM)	Head of Nursing (Deputising for the Chief Nursing Officer)
Gertie Nic Philib	(GP)	Chief People Officer
Mary Powell	(MP)	Head of Strategic Communications
Linda Ward	(LW)	Acting Associate Director of Midwifery (until Minute 22.054)
Dilly Wilkinson	(DW)	Associate Director of Operations for Family Health Division (until Minute 22.054)
Dawn Spencer	(DSp)	Board Administrator

There were five Governors and two members of public also in attendance.

MINUTE **22.042**

GOING THE EXTRA MILE (GEM) AWARDS AUTUMN 2021

The Chairman presented the GEM Awards to the following individuals:

Emma Evans – Nursery Nurse, Special Care Baby Unit – (Clinical Winner)

Emma Evans was awarded the Clinical GEM Award after being nominated by a member of staff for being passionate about improving care for babies and their families. Emma also worked tirelessly to achieve the Bliss Baby Charter Silver Award.

Tracey Evans – Specialist Palliative Care Nurse – (2nd Clinical Winner)

The second Clinical GEM Award was awarded to Tracey Evans, Specialist Palliative Care Nurse, after a member of staff nominated her for being extremely compassionate and supportive to many families who had said that they could not have managed without her. Tracey was a source of inspiration and support for colleagues especially during lockdown. Tracey was a truly remarkable nurse who had touched the lives of many people over the course

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of her working life as a Macmillan/Specialist Palliative Care Nurse. Tracey has now left the Trust and was working for Macmillan entirely, however, it was felt that it was important to recognise the work and impact Tracey had made on so many patients during her time with South Warwickshire NHS Foundation Trust (SWFT).

Bereavement Care within Midwifery (Team Award Winner)

The Team were nominated for always providing a very personalised and caring service, even when working in some of the most stressful areas of maternity. A patient had emailed to say that even in their darkest days the team had treated her and her family in the most tender, kind and thoughtful way and they could not be more thankful.

22.043

APOLOGIES FOR ABSENCE

Apologies for absence were received from the Chief Nursing Officer.

Resolved – that the position be noted

22.044

DECLARATIONS OF INTEREST

There were no declarations of interest.

Resolved – that the position be noted.

22.045

MINUTES OF THE MEETING HELD ON 2 FEBRUARY 2022

Resolved – that the Minutes of the meeting held on 2 February 2022 be confirmed as an accurate record of the meeting and signed by the Chairman.

22.046

MATTERS ARISING AND ACTIONS UPDATE REPORT

Actions Listed as Complete

The actions listed as complete in the Actions Update Report were noted and would now be removed from the report.

Resolved – that the position be noted.

22.046.01

Green Plan (Minute 22.008 refers)

The Chief Strategy Officer advised that reporting timelines would be agreed at the next Sustainability Strategy Steering Group Meeting so that updates on the Green Plan could be scheduled for future Board meetings.

Resolved – that the Chief Strategy Officer confirm the frequency of updates on the Green Plan which would then be added to the Board of Directors' Schedule of Business.

SG

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22.047

APPOINTMENT OF SENIOR INDEPENDENT DIRECTOR

The Chairman presented the report which was taken as read.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the recommendation of Mrs Sue Whelan Tracy for the role of Trust’s Senior Independent Director, as supported by the Council of Governors, be approved and ratified.

22.048

BOARD SCHEDULE OF BUSINESS 2022/23

The Trust Secretary presented the Board of Directors’ Schedule of Business for 2022/23. It was noted that due to the Foundation Group Board quarterly meetings commencing in August 2022, the Trust’s Board business had been rescheduled to reflect that there would be no Board meetings during these months.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Board of Directors’ Schedule of Business for 2022/23 be approved and ratified.

22.049

FINAL TRUST AND FOUNDATION GROUP ANNUAL OBJECTIVES 2022/23

The Chief Executive presented the report and advised that the report set out an ambitious set of objectives for 2022/23. Once agreed, the objectives would be put into the Board Assurance Framework, added to individual Directors’ objectives and then cascaded through the organisation and communicated to members. The objectives were common to the Foundation Group and would combine Group working to maximise the benefits available to each organisation.

The Chief Executive invited questions and perspectives, but there were no further comments.

Resolved - that:

- (A) the final Annual Trust and Foundation Group Objectives 2022/23 be approved and ratified, and**
- (B) the next steps for further development of plans and measures to achieve the objectives be noted.**

22.050

CHIEF EXECUTIVE’S REPORT

The Chief Executive presented this report and highlighted the Delivery Plan for tackling the Covid-19 backlog of Elective Care including the local response to the Delivery Plan including Operation Ringfence, Annual NHS Staff Survey and the Community Children’s Nursing Continuing Healthcare (CHC) model and the Going the Extra Mile (GEM) winners team sections.

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The Chairman invited questions and perspectives, and of particular note were the following points:

Mr Page (NED) spoke about the Ukraine situation and potential cyber security issues and enquired what additional actions were in place to mitigate any risks. The Chief Executive responded that the Trust was at a heightened state of alert and cyber security policies were currently being updated. Internal communications had been sent out to staff to express concerns for the safety of the Ukrainian people and that support was available for colleagues from Ukraine, Russia and eastern Europe through these difficult times.

Mrs Hyde (NED) spoke about the caseloads for children who had significant nursing needs and sought clarification around where the costs for the complex requirements would be funded. The Chief Executive responded that there were two elements to the CHC; Adult care services currently sat with the Clinical Commissioning Group (CCG) and would go into the Integrated Care System (ICS) budget and then ultimately devolved to South Warwickshire NHS Foundation Trust (SWFT). The Children's CHC services were separate and had been under a block agreement with SWFT for a number of years. Discussions were underway with the Commissioners to receive some additional funding to cope with the increasing caseloads.

Resolved – that the Chief Executive's Report be received and noted.

22.051

INTEGRATED PERFORMANCE DASHBOARD (INCLUDING MORTALITY UPDATE)

The Managing Director presented this report and in turn the Chief Operating Officer, Chief Finance Officer and Chief Medical Officer gave updates on their respective areas. The Head of Nursing presented the Chief Nursing Officer's section in her absence.

The Chairman invited questions and perspectives, and of particular note were the following points:

The Chairman asked what the situation was for the medically fit for discharge patients. The Chief Operating Officer responded that the Trust had made a significant amount of progress and was one of the best performing areas in the region. The Chief Executive advised that the National Discharge Taskforce were using material that the Trust had produced as a best practice guide. The organisation had also been approached to provide some best practice advice on Discharge to Assess which would feature in future national guidance.

Mrs Hyde (NED) spoke about the Ockenden Maternity report and queried whether Caesarean section targets would be removed from the Integrated Performance Dashboard (IPD). It was confirmed that the targets would be removed from the dashboard. Dr Spraggett (NED) raised concerns that potentially future Caesarean section rates would be very low with a lack of visibility on these rates. The Chief Operating Officer advised that there would be a review of how the reporting was framed regarding Caesarean section rates. The actual figures would be reported and any areas of concern or

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adverse trends would be highlighted. The Associate Director of Operations for Family Health Division also advised that there would be a continuation of the monitoring of normal delivery, section rate, instrumental rates etc., through the maternity and divisional guidance.

Dr Spraggett (NED) advised that he had observed that the ambulance transfers were 20% up from out of area regions and wondered if the Trust received recognition for this form of mutual aid. The Chief Operating Officer advised that there was not any form of recognition and that work was underway with the ambulances to understand why they were arriving at SWFT. Discussion took place concerning mutual aid being provided without the benefit of income.

Mrs Whelan Tracy (NED) spoke about urgent care and admission work and enquired what had happened with partnership working to ensure staff were in the right place. The Chief Operating Officer explained that discharge planning work was underway with partners and that opening the Same Day Emergency Care (SDEC) assessment areas in the future would help with admission prevention and flow of patients.

Mr Page (NED) advised that there was a big gap on performance in admissions to A&E and sought clarification around what the key drivers were. The Chief Operating Officer explained that both areas were driven by different issues but seemingly the same in both areas which were lack of beds and volume of patients. Work had been undertaken to analyse trends and to note that the Emergency Departments did not always follow the same pattern due to different dynamics which was also the same for the volume of patients coming into A&E pre Covid-19 (210 maximum) and during Covid-19 (270 maximum).

Mrs Whelan Tracy (NED) commented on the reasons for why staff left the Trust and would like to see this information. The Chief People Officer advised that this information would come back in the report for April 2022.

GP

Ms Becker (NED) commented about the skill shortage in Pathology and wondered if any of the recent new recruits into the Trust would address this shortage. The Chief People Officer advised that she would look into this query and report back to Ms Becker (NED).

GP

Ms Becker (NED) also asked the Chief People Officer to comment on International Women's Day on 8 March 2022 with any events that had been planned. The Chief People Officer advised that there would be a joint celebration across Coventry and Warwickshire. Discussions had also been held regarding a women's collaborative network across Coventry and Warwickshire.

The Chief Finance Officer explained that the Trust was on track for a break-even position but were in discussion with NHS England/Improvement (NHSE/I) about a potential change in accounting treatment which would result in a technical deficit. The Chief Executive spoke about the potential adjustment to the accounts for 2021/22. A decision would have to be made to undertake this adjustment but only if it would give the Trust an advantage in future years.

Resolved – that:

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- (A) the Integrated Performance Dashboard (including Mortality Report) be received and noted;
- (B) the Chief People Officer ensure the reasons for staff leaving the Trust be included in the People Section commentary in the Integrated Performance Dashboard, and
- (C) the Chief People Officer ascertain whether new recruits into the Trust would address the skill shortage in Pathology and provide a breakdown of service areas to Ms Becker (NED)

GP

GP

22.052

MONTHLY SAFE STAFFING REPORT

The Head of Nursing presented the report and highlighted the continuing complexity of patients who were suffering with mental health and dementia needs with the increased level of supervision that this required. The Head of Nursing explained that a patient with severe dementia needs had spent four months on Charlecote Ward but had now been discharged. The management of the behaviours of the patient by the team in Charlecote Ward had been commended by partners. Work had been undertaken around 1:1 specialising and what that would look like to strengthen the care of those patients who were suffering from mental health issues and dementia.

The Chairman invited questions and perspectives, and of particular note were the following points.

Mrs Hyde (NED) commented on the patient on Charlecote Ward and asked whether the patient was on the ward for medical reasons or because of accommodation being unavailable for the patient. The Head of Nursing advised that the patient did not have a medical need but had a breakdown at home, that they were out of area and had many complex needs and had not been accepted at higher level dementia units. Mrs Hyde (NED) commended the work that had taken place but noted that the financial impact was immense. The Head of Nursing advised that the cost was estimated at £220k for the care of the patient. The Managing Director advised that this case would be reviewed with partners for future learning and how to do things better as it was not just the financial cost but the experience provided to the patient as well.

Resolved – that the Monthly Safe Staffing Report be received and noted.

22.053

MATERNITY GOVERNANCE REPORT QUARTER 3 2021/22

The Chairman and the Board thanked the maternity team for their phenomenal work.

The Acting Associate Director of Midwifery presented the report and advised that there was a high degree of assurance that the Maternity Department was safe and were focussed on continuous improvement in terms of the recommendations and requirements of Ockenden, Kirkup, Saving Babies Lives and Continuity of Carer implementation. The Acting Associate Director of Midwifery highlighted that there was one reportable case in the quarter which would have an independent investigation by the Healthcare Safety Investigation Branch (HSIB) and five perinatal deaths which had been reviewed and investigated. The Clinical Negligence Scheme for Trusts (CNST) reporting

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had been paused in December 2021 but SWFT had continued to apply the principles in order to deliver safe maternity care. A workforce review had been undertaken and continued with virtual maternity training. NHSE had provided some useful assessment and assurance tools in order for the Trust to benchmark itself against the national safety standards. The assessment would be finished by the end of March 2022. An internal review of the workforce was undertaken and the outcome was that there should be investment in maternity staffing. A business case was being collated in order to support the findings of the review.

The Acting Associate Director of Midwifery thanked the Board for their message of support to staff following the BBC Panorama programme on maternity services which reflected how the Trust valued their staff. The Associate Director of Operations for Family Health Division appreciated the thanks given to the maternity team and the support from the Board.

The Chairman invited questions and perspectives, and of particular note were the following points.

The Chief Executive spoke about the Maternity Continuity of Carer (MCoC) Model and wondered if there was any benchmark to highlight how the Trust had implemented the MCoC model against other Trusts. The Acting Associate Director of Midwifery explained that currently there was not a benchmark against this criteria but that the next benchmark would be to ensure that 71% of vulnerable women were on the continuity of carer pathway.

The Chairman noted that the Associate Director of Operations for Family Health Division would be retiring and thanked her for all of her hard work and service to the Trust.

Mrs Whelan Tracy (NED) asked for a copy of the Continuity of Carer report and thanked the Acting Associate Director of Midwifery for her openness and transparency.

LW

Resolved – that:

(A) the Maternity Governance Report Quarter 3 2021/22 be received and noted, and

(B) the Acting Associate Director of Midwifery provide Mrs Whelan Tracy (NED) with a copy of the Continuity of Carer Report.

LW

22.054

FREEDOM TO SPEAK UP GUARDIAN'S REPORT

The Freedom to Speak Up Guardian Advisor presented the report and provided an update on the activity in the reporting period.

The Chairman invited questions and perspectives, and of particular note were the following points:

The Chief Executive spoke about the staff survey and that one result which was worse compared to the Trust's peers in that staff were working unpaid overtime. This should not be an expectation for staff and for a strategy to be

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put in place. The Freedom to Speak Up Guardian Advisor advised that this had a knock on effect on the workforces' health and wellbeing.

Ms Becker (NED) asked if there was a breakdown by professional groups of staff who had undertaken the civility training. The Freedom to Speak Up Guardian Advisor commented that there was not a breakdown by professional groups but that a request would be made to categorise the training by area and division.

DM

The Chief People Officer thanked the Freedom to Speak Up Guardian Advisor for her hard work and to thank the George Eliot Hospital NHS Trust Charity who had funded the Freedom to Speak Up Guardian Advisor post.

Resolved – that:

(A) the Freedom to Speak Up Guardian's Report be received and noted, and

(B) the Freedom to Speak Up Guardian Advisor provide a breakdown of professional groups who had attended Civility training to Ms Becker (NED)

DM

22.055

REPORT FROM COUNCIL OF GOVERNORS MEETING HELD ON 10 FEBRUARY 2022

The Chairman presented this report which was taken as read. The Chairman thanked the Governors for their continued hard work.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Report from Council of Governors Meeting held on the 10 February 2022 be received and noted.

22.056

DIGITAL HEALTH BOARD QUARTERLY UPDATE

The Managing Director of Innovate Healthcare Services Ltd presented this report which was taken as read. There were two key points to highlight in that the Outline Business Case for the Electronic Patient Record (EPR) had been submitted to NHS Digital and no feedback had been received but assurance had been given that the three month timescale for approval had been indicated. In parallel, work had commenced on a full Business Case. There was a significant amount of end of year capital funding for infrastructure related initiatives. There were some complexities around the finance with short timescales for the bids and funding.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Digital Health Board Quarterly Update be received and noted.

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22.057

AUDIT COMMITTEE REPORT FOR 9 FEBRUARY 2022

ACTION

Mrs Hyde (NED) presented this report which was taken as read and noted that the external audit planning work had been completed for 2021/22 and that the auditors had not raised any Trust specific concerns. The internal audit programmes for the year remained on track and based on the results of the work to date, the audit opinion would be Significant Assurance. One area of concern was the Patient Access Plans – follow up audit. The recommendations raised in the 2020 report had not yet been fully implemented although a local action plan had been developed to address all remaining actions by June 2022.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Audit Committee Report for 9 February 2022 be received and noted.

22.058

CLINICAL GOVERNANCE COMMITTEE REPORT FOR 9 FEBRUARY 2022

Dr Spraggett (NED) presented the report which was taken as read. He noted that the National Institute for Health and Care Excellence (NICE) guidelines now had processes in place to ensure Trust compliance. Work was needed to be undertaken to ensure compliance was tracked within all specialities. Learning from Deaths of People with Learning Disabilities review of local themes was not clear and that there was a need for a Learning Disability Provider Group to be set up to improve the care of these patients.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Clinical Governance Committee Report for 9 February 2022 be received and noted.

22.059

SUMMARY OF RATIFIED POLICIES

The Managing Director presented the report which included the summary of SWH 05703 – Self-Medication Policy.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Summary of Ratified Policies report be received and noted.

22.060

SUMMARY OF REPORTS FOR NOTING AND INFORMATION

The Board received and noted the Summary of Reports for noting and information which included a summary of the Emergency Preparedness Annual Report. It was noted that SWFT had been rated as ‘substantial’ against compliance with the core standards for Emergency Preparedness, Resilience and Response (EPPR).

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The Chairman invited questions and perspectives, and of particular note were the following point:

Mrs Hyde (NED) queried if cyber security risks were built into the Emergency Preparedness report. The Chief Operating Officer confirmed that they were part of the Emergency Preparedness and were embedded in all training and policies.

Resolved – that the Summary of Reports for Noting and Information be received and noted.

22.061

ESTATES STRATEGY SUMMARY

The Chief Strategy Officer presented the report which was taken as read and noted that the full Estates Strategy had been ratified at the previous Confidential Board meeting (Minute 22.032 refers). The Estates Strategy was a roadmap for each of the sites and aligned with the Trust strategies. The next steps would be to continually review the strategy in line with local and national developments. Part of the strategy was to achieve net zero carbon by 2040.

The Chairman invited questions and perspectives, and of particular note were the following point:

The Chief Executive advised that the Trust was now bidding against other organisations for funding rather than being funded internally.

Resolved – that the Estates Strategy Summary be received and noted.

22.062

UPDATED REGISTER OF DIRECTORS' INTERESTS

The Trust Secretary presented the report which was taken as read. She noted that the Chief Medical Officer had declared new interests.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Register of Directors' Interests be received and noted.

22.063

BOARD COMMITTEE MINUTES – OPEN MEETINGS

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Board Committee Minutes – Open Meetings for the Audit Committee meeting held on the 8 December 2021 and the Clinical Governance Committee meeting held on 12 January 2022 be received and noted.

22.064

ANY OTHER BUSINESS

There was no further business raised.

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Resolved – that the position be noted.

22.065

QUESTIONS FROM GOVERNORS AND MEMBERS OF THE PUBLIC

22.065.01

Question from a Public Governor (West Stratford and Borders)

'Under Agenda Item 6.3 the Trust's Annual Objectives under the heading of 'Workforce' there is no reference to staff wellbeing and empowering staff to speak up and challenge unacceptable behaviour (notwithstanding the excellent work of the Freedom to Speak Up Guardian) whether within the workforce or patients and the general population. Should this not be included as a fourth bullet point?'

The Chief People Officer advised that there were three main headings and the one that covered the speak up and challenge would be under Empowering Colleagues and would emphasise how positive staff felt about challenging unacceptable behaviour.

Resolved – that the position be noted

22.065.02

Question from a Public Governor (East Stratford and Borders)

'Reading up about the MyCare programme, I note that it is only available to owners of smart phones. Proportionately, the largest group using health care is the elderly who are also the group least likely to own a smart phone. More might have computer access (like myself) but this is not available. I appreciate the need for secrecy, but I can carry out all my banking online, so why not my health care? Why is this large and growing group being totally excluded from this excellent facility?'

The Chief Executive advised that the system was available on a computer or an Apple Mac. There was a validation process when the programme was being set up but text messages could be sent to landlines as well as to mobiles.

Resolved – that the position be noted.

22.065.03

Question from a Public Governor (West Stratford and Borders)

'It has been noted at Clinical Governance Committee that the Pharmacy department is significantly short of staff and carrying vacancies. As Pharmacists are not classed as Allied Health Professionals their staffing issues are not included in the staffing reports the Chief Nursing Officer presents to the Board or in the medical staffing report. I just wished to ensure the Board is sighted of this issue, understand the pressure the pharmacy staff are working under and any implications of this to services. Also, has the Head of Pharmacy had the opportunity to talk to the Board about this issue?'

The Head of Nursing advised that the Pharmacy staff vacancies were on the Divisional Risk Register with mitigations around those risks. The Head of Nursing to speak with the Chief Nursing Officer to ascertain if the Pharmacy vacancies would be included in the Monthly Staffing Report.

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<u>MINUTE</u>		<u>ACTION</u>
	<u>Resolved</u> – that the Head of Nursing liaise with the Chief Nursing Officer to ascertain if the Pharmacy vacancies would be included in the Monthly Staffing Report.	RM
22.066	<u>ADJOURNMENT TO DISCUSS MATTERS OF A CONFIDENTIAL NATURE</u>	
22.067	<u>APOLOGIES FOR ABSENCE</u>	
22.068	<u>DECLARATIONS OF INTEREST</u>	
22.069	<u>CONFIDENTIAL MINUTES OF THE MEETING HELD ON 2 FEBRUARY 2022</u>	
22.070	<u>CONFIDENTIAL MATTERS ARISING AND ACTIONS UPDATE REPORT</u>	
22.071	<u>DRAFT ANNUAL FINANCIAL PLAN AND CONTRACTS INCLUDING DRAFT CAPITAL PROGRAMME 2022/23</u>	
22.072	<u>ADDITIONAL SHARE CAPITAL REQUIREMENT FOR INNOVATE HEALTHCARE SERVICES LTD</u>	
22.073	<u>HOST PROVIDER VERBAL UPDATE</u>	
22.074	<u>EMPLOYEE RELATIONS REPORT</u>	
22.075	<u>SENSYNE UPDATE</u>	
22.076	<u>BOARD COMMITTEE MINUTES – CONFIDENTIAL/CLOSED MEETING</u>	
22.077	<u>ANY OTHER CONFIDENTIAL BUSINESS</u>	
22.078	<u>DATE AND TIME OF NEXT MEETING</u>	
	<p>The next meeting would be held virtually on Wednesday 6 April 2022 at 2.00pm.</p> <p>Unfortunately, due to national guidance around the COVID-19 pandemic, members of the public would be unable to attend in person but would be able to register to join virtually and would be invited to submit questions in advance. The meeting would be recorded and published on the Trust's website following the meeting.</p>	



Signed

Russell Hardy

(Chairman)

Date 6 April 2022