

Date:

11th April 2018

Venue:

Snow Room (GO35) West Offices

Present:

(SW) Simon Westwood, CYSCB Independent Chair

(WB) Will Boardman, Strategy & Policy Group Manager (People & Neighbourhoods)

(KM) Cllr K Myers, Lead Member, Education, Children & Young People

(KH) Karen Hedgley, Designated Nurse for Safeguarding Children VoY CCG

(BT) Barry Thomas, Lay Member

(AD) Anita Dobson, Senior Public Health Manager

(FM) Fiona Mockford, Head of Safeguarding Children York Teaching Hospital

(KA)g Karen Agar, Associate Director of Nursing, TEWV

(SA) Sarah Armstrong, Chief Executive, York CVS

(JB) Juliet Burton, CYSCB Business & Performance Manager

(AR) Amanda Robson, Senior Nurse NHS England Yorkshire & Humber

(DB) Dan Bodey, Deputy Head teacher, Fulford School

(CW) Caroline Williamson, Schools Safeguarding Advisor

(LW) Lisa Winward Deputy Chief Constable NYP

(CB) Cathy Brown, CYSCB Performance & Governance Officer

(NM)cv Niall McVicar, Head of Early Help and Local Area Teams

(DR) Debra Radford, NSPCC, Children's Service Manager York & Catterick

(LD) Laura Davis, Workforce Development Adviser, CYSCB

(JS) Jon Stonehouse, Corporate Director of Children, Education and Communities

(LJ) Louise Johnson, Head of Area, North Yorkshire National Probation Service NE Division

(MG) Matthew Grant, CP Lead St Peters School

(MP) Marie Pearson Business Support – Minutes

Apologies:

(SS) Dr Sarah Snowden, Vale of York Designated Doctor for Safeguarding Children

(DE) Dot Evans, Acting Assistant Director, Children's Services

(VO) Vikki O'Brien, Community Director, CRC (Community Rehabilitation Company)

(KA) Kyra Ayre, Head of Service, Safeguarding Adults, MCA & DoLs

(TH) Tricia Head, Head Teacher, Danesgate Community

(KM) Kim McDonnell, Service Manager, CAF/CASS

(MP) Melanie Perara, Deputy Head of Legal Services

(MC) Michelle Carrington, Chief Nurse of Vale of York CCG

(ZL) Zoe Lightfoot, Head Teacher, Hempland Primary Academy

(TB) Tom Brittain, Head of Housing Services

(SH) Sarah Hill, Chief Executive, IDAS

(AF) Amanda Flanagan, Manager for Children and Young people IDAS

(MF) Martin Farran, Director of Adult Social Care

(KMc) Kevin McAleese, Independent Chair Safeguarding Adults Board

(MR) Megan Rule, Communications Manager, Communities & Neighbourhoods

1. Introductions and apologies.

SW welcomed Dan Bodey, Deputy Headteacher, Fulford School is the new Secondary School representative for the Board and Cllr Keith Myers who is the new Lead Member, Education, Children & Young People.

Simon Cox who is based at Askham Grange is the new representative for the Prison Service but is not able to attend today's meeting.

2. Draft Minutes and Actions from 14th February 2018

There were two amendments requested to the minutes.

Fiona Mockford advised that her title on Page 2 should read Head of Safeguarding Children York Teaching Hospital.

Page 8 should be amended to read: Karen Hedgley contributed, on behalf of the Board, to the draft terms of reference or the NHSE investigation.

Summary of the actions:

Action: 14/02/18/01 *JB and AD to ask at the next CDOP whether it is possible to access CDOP statistics at regional level.*

JB confirmed that at the last CDOP (Child Death Overview Panel) it was agreed to look at the statistics regionally where possible. JB advised that there is a meeting of regional CDOP co-ordinators taking place on Monday 23rd April 2018. SW was interested in which regions would be included as some of them are quite sizeable.

Action: 14/02/18/02 *LW to ask AH to draw up a Partnership Group for the evaluation of Operation Encompass and to invite Dan Bodey to be on this group. LW advised that Jemma Cormack (Safeguarding Manager NYP) is leading on this and will invite DB to be part of the group. **Action completed***

Action: 14/02/18/03 *JB to try and find out if there is a Plymouth Operation Encompass evaluation.*

JB said that she had been unable to find a Plymouth evaluation but found that there is a Sunderland report. Allan Harder (NYP) has located the Sunderland Operation Encompass evaluation and is following it up. **Action completed.**

Action: 14/02/18/04 *NMcV agreed to nominate a representative for the Sexually Harmful Sexual Behaviour Subgroup from the LATS if there isn't one already. NMcV confirmed that a Local Area Team representative has been found for the CSA&E/MfH Sub-group and will contact JB with a name. There is already a LAT Practice Manager on the HSB Task Group. **Action completed.***

Action: 14/02/18/05 *Any partners that wish to be involved in the outcome evaluation to contact AD Senior Public Health Manager. **Completed.***

Action: 14/02/18/06 *LJ to send details of the Child Neglect tool kit to JB. JB*

confirmed that the Child Neglect toolkit has been sent out to Board members and will be discussed at the next Neglect Subgroup Meeting.

3. PDSG report

A copy of the full PDSG report including reports from each sub-group was in the Board meeting papers.

Domestic Abuse:

PDSG considered the letter of response from the Safer York Partnership (SYP) to the report submitted by CYSCB last July highlighting potential gaps in services and the impact of domestic abuse on children and young people in York. It was agreed at PDSG that although the response was helpful, an action plan from SYP specifically for York with timescales and named leads was needed to detail how the actions in the letter would be implemented. The DA action plan for York should also be incorporated into the overall action plan for York and North Yorkshire developed by the Joint Coordinating Group. A meeting of the LA, NYP, the CCG and the Board Business managers will take place on 16th April which will help to move this forward.

Update from IDAS:

The Director of IDAS updated PDSG members on the services for children and young people in York.

Key issue for the Board:

- Should a response be made from the Chair of CYSCB to the Chair of the SYP's letter?

SW advised that essentially the Joint Coordinating Group and the Operational Group have identified gaps.

SW confirmed that a meeting took place of the Safer York Partnership on 27th March 2018 which agreed to strengthen the York strategy regarding safeguarding children and to take a thematic approach in the future. The new SYP Chair of the Safer York Partnership is Stuart Simpson for the Fire Service and the Vice Chair is Lindsey Robson, NYP York Commander.

JS was concerned that there hasn't been a detailed Domestic Abuse update to CYSCB for some time and that Domestic Abuse issues for children have been

discussed separately to this Board. JS said that we need to ensure that a focus in other groups is maintained upon children in York.

LW reminded the Board that portfolio responsibility for Domestic Abuse lies with the Safer York Partnership and the JCG and that it could become confusing if Boards were duplicating each other's work. The key would be to work together on a joint strategy.

The Independent Chair said that he would write to the Safer York Partnership regarding the action plan, as they have the governance lead on DA issues for children/young people in York. SW felt that an exception report from SYP would be helpful.

JS stated that while we have case audits and we know that operational performance is strong, we are not receiving a formal assurance reports on this issue. JB wondered whether, as CYSCB had originally asked for assurance reports, it would be pertinent to follow up on the report to SYP and letter in response from the (then) chair, with a further request for assurance on progress on the actions agreed.

SW confirmed that he would be meeting with the Chair of SYP in June at the Inter-Board Chairs meeting.

DR asked if we should have a snapshot as to what is happening from providers (e.g. IDAS). The Chair advised that would be the responsibility of the Safer York Partnership as they have the governance lead.

Action: 11/04/18/01 A letter on behalf of the CYSCB Chair to go to the Safer York Partnership requesting a formal assurance report on the agreed actions.

Partnership, Practice, Scrutiny and Review Group (PPSRG)

The group carried out an audit of cases in which the Graded Care Profile had been used to assess Neglect. The cases audited were Child Protection cases and one involved court proceedings. The intention had been to audit some early help cases but GCP has only recently been rolled out to Early Help. The audit looked at whether agencies and GPs were aware that GCPs existed or were being undertaken.

Key messages from the audit were:

- Engagement of all agencies in the awareness and training opportunities around GCP (Graded Care Profile) to improve the knowledge of their staff in assessing neglect.
- How the GCP was being used in court proceedings and whether family court judges were aware of it.
- The lack of reviews of GCP's after 3-6 months to ascertain whether anything has improved or progressed and what further assessment and actions needed to take place.

CSA&E/MfH Sub-group

The Sub-group had discussed the University of Birmingham research on the impact of online abuse on children and young people. Each Sub-group member was asked to consider the findings in the context of actions from their own agency and to bring back to the next Sub-group meeting.

The 'It's not OK' evaluation report was circulated. Resources from the campaign are will be freely available to organisations on the NSPCC website within the next few months.

A proposed referral pathway for Harmful Sexual Behaviour was discussed and is now on the agenda for further discussion at the next PDSG meeting. Harmful Sexual Behaviour will be an item on the next PDSG agenda to discuss a way forward with this.

The Chair asked JB to put Harmful Sexual Behaviour on the Board's July agenda.

Case Review Group:

Child A Learning Lessons Review:

The actions on the LLR are now complete. CRG will seek assurance that actions are embedded in practice in September 2018

(KR) NHSE led Significant Incident Investigation:

The Final Draft report is due in spring. KH will find out exactly when the report is due.

Amanda Robson Senior Nurse NHS England Yorkshire & Humber agreed to chase up the Final Draft report too. KH felt it would be helpful for AR to see the report.

Case considered by Extraordinary CRG in Nov for review:

This case has been taken forward into a Learning Lessons Review. The Terms of Reference has been done and a potential reviewer has been found. KH will meet her next week and will report back.

Hull Case

There will be a whole Learning Lessons Review on a young person who resides in Hull but who was previously looked after in York in a CAMHS setting. KH is following up with her counterparts in Hull.

Neglect

The Child Neglect Strategy Action Plan is in place and progressing. It is reviewed at every meeting.

The IROs are currently looking at Child Protection Plans under the category of Neglect and the underpinning factors. A report is expected imminently.

There was a suggestion that a neglect case using the Graded Care Profile be presented to Board.

SW felt that further exploration of the use of the GCP in family court cases as in the case audited by PPSRG would be interesting.

It was decided that Tony Holmes (Principal Social Worker) or Amanda Bunn (Named Nurse for Safeguarding 0-19 Healthy Child Service) could be asked to present a GCP case but that they need time to prepare (probably for October 2018 or January 2019 CYSCB Board Meeting).

Action: 11/04/18/02 JB to ask TH or AB to present a case using the GCP (with review and outcomes) to Board members in October 2018 or January 2019.

The Independent Chair said that it would be good to have CAFCASS involved as CAFCASS act as the Board link to the Family Justice Committee.

The Chair asked JB to move the CAFCASS Assurance Report back to October 2018 to coincide with this.

VOIG (Voice and Involvement Group)

Membership of the group has been reviewed to ensure representation and updates from each CYSCB sub-groups in addition to embedding 'voice' further in the work of each subgroup. The Children's Sexual Assault service is to be invited to join the 'Voice' group.

Young persons' involvement in Learning Lessons reviews will be assured in liaison with the 'Speak Up' Service.

VOIG is now linked into the Strategic Partnership for Emotional & Mental Health (SPEMH). NMcV said that he can share with Board members what young people are saying regarding their mental health.

Action: 11/04/18/03 NMcV to share with Board members the report in the SPEMH strategy on young people's views about their mental health.

Local Area Delivery Partnership (LADP)

Membership of the group has been broadened to include people who work at frontline.

The group has continued to review work undertaken against the Department of Communities and Local Government 'Maturity Matrix'. The matrix is a tool to help areas to understand collaborative working between agencies around early help and the Troubled Family agenda. The LADP will look at a particular theme of it at each meeting so the process may take some time.

Key message for the Board:

To remind board members that this model is still developing and needs time to embed.

Other matters

Learning & Development Update – Quality Assurance.

The proposal for observing CYSCB Multi-agency training as one part of the CYSCB Quality Assurance process was discussed and agreed at PDSG.

Board and Sub-group members are being asked to nominate volunteers for the observation of training. The observation is likely to be as little as doing one session per year.

The observer would be given a procedure and checklist document prior to the training sessions. Only one observer would be needed for one of each of the courses per year, but it would be useful to have one other name observer as a back-up.

Ideally the observer would need to have the appropriate expertise in the subject.

Action: 11/04/18/04 LD to send out the proposed procedure and checklist to Board and Subgroup members. Nominated observers are asked to contact LD.

CYSCB Assurance Report Template

The CYSCB Agency Assurance Report template was reviewed. Sections have been added for:

- How key messages, guidance and procedures from the Board are disseminated within organisations.
- Information regarding single agency safeguarding training.

Other key messages for the Board and Horizon Scanning

- The NSPCC have a research paper on their website “Families facing Adversity” which has information on domestic abuse, mental health, and substance misuse.
- Andy Chapman, Suicide Prevention Officer has provided information that there will be a “Suicide Prevention” conference which is taking place in September 2018. He would like CYSCB and SAB (Safeguarding Adults Board) to support this conference or, at least, to disseminate information about it.

SW informed Board members that there is further research from the University of Manchester on suicide which was published in 2017. Also, a Suicide Prevention Strategy has been presented to the Health & Wellbeing Board at York.

4. Assurance Report – NHS England

A full NHSE Assurance Report was circulated to Board members.

AR explained that while the Information Sharing Protocol (CPIS) information is not in this report owing to it only just having gone live. (The Local Authority will follow once an audit process has taken place to ensure that it is working well.) AR can share further information on that if requested.

Safeguarding Children Training:

Designated safeguarding professionals are jointly accountable to CCGs and NHS England and oversee the provision of safeguarding for primary care medical services. The main source of training for other primary care contractors is via e-learning packages.

NHS England in 2017/2018 launched an NHS Safeguarding app. It was agreed that the NHS Safeguarding app will be put on the CYSCB website and will be tweeted.

Several leadership programmes for designated safeguarding professionals have been commissioned for NHS England.

Safeguarding Disabled Children:

AR advised that there had been a SEN (Special Educational Needs) joint inspection (CQC & OFSTED) for Yorkshire and Humberside.

CQC/OFSTED concentrated on parent carer/involvement. AR said that she would be able to share more detail and the learning from this. JS confirmed that we are awaiting the call from the OFSTED Inspection Framework regarding the SEN inspection for York. North Yorkshire were early recipients of the SEN inspection so the learning from this authority has been looked at. NHS England inspection might provide a different perspective.

AR advised that the inspection reports are published on the NHSE website and that NHS can share any SEND information that is required.

NHS England and NHS Improvements – are not merging but the two groups will work more closely together. The new structure will be out in May 2018 and there will be 7 regions (2 regions in our area). The new arrangements come into place in September 2018. There will be a Transformation Programme which will include safeguarding. KH asked if CYSCB could be informed when a link for York had been identified for the transformation programme.

Newsletters

A North region newsletter is circulated weekly to safeguarding professionals. GPs receive a quarterly newsletter and there are annual safeguarding newsletters for pharmacists, optometrists and dentists across Yorkshire and the Humber. The

Independent Chair was keen to know what sort of information was being communicated and whether CYSCB might be able to pick out relevant information for circulation.

Action: 11/04/18/05 AR to send to JB a copy of the NHS England newsletter so that relevant sections can be disseminated.

SW thanked AR for a very detailed report.

5. Draft proposal for new safeguarding arrangements

JS presented the draft proposal from the lead officers (Jon Stonehouse - LA, Lisa Winward – North Yorkshire Police & Michelle Carrington Health – CCG) from the three statutory agencies for the new Safeguarding Children's Partnership arrangements.

The proposal summary and detailed report were circulated to Board members with the papers.

Board members were asked to consider details of the initial proposal and to feedback on any suggested changes and/or amendments to the proposal.

JS summarised some of the key points:

- Not losing the strength of our current safeguarding children arrangements, which has been endorsed by OFSTED as Outstanding in the 2016 review.
- But also using the opportunity to sharpen up what we have got including any possible rationalisation.
- Membership and the Terms of Reference for each group in the structure needs to be reviewed.
- For example, the new Partnership could be a much smaller group with reports received by the Board by exception.

JS highlighted that the proposed new structure goes beyond simply the Board and its sub-groups but also includes the Chief Officers Reference and Accountability Group (CORAG) and the Inter-board Protocol with other boards. The Local Area Delivery Partnership and the Voice group reports to Children's Trust (YorOk) Board as well as to CYSCB. The proposed new structure therefore looks very similar to the current one. However, the main focus of any changes is the current Board and its sub-groups.

LW agreed that there had been an in-depth discussion about whether there was any merit in changing the structure; about targeting meetings around the agenda; and ensuring that terms of reference were clear about where the strategic versus operational level sits. LW said that we wouldn't want to lose valuable inter-agency work. JS said that the 'Safeguarding Children's Business Group' (which would replace PDSG) would enhance that.

JS said that the new Case Review Audit and Inspection Group (CRAIG) would bring inspection to the fore and advised that new inspection arrangements mean that potentially some form of inspection could take place annually so embedding inspection self-checking and auditing needs to be a central part of our new arrangements.

Board members agreed with the proposal but used the opportunity to give feedback and ask questions:

AD agreed that this was the right approach particularly as it looked at avoiding duplication.

KAg stated that she thought the terms of reference and the membership will be critical.

KH agreed in principle about amalgamating the Partnership, Practice, Scrutiny and Review Group and the Case Review Group together but was concerned that the remit of the group should not be so great that it ceased to operate effectively. She would be keen for the terms of reference to be clear that where there was specific focus on a potential or actual Safeguarding Practice Review (for example), additional meetings would need to take place. She wondered if the inspection role might sit better with the Business group.

BT commented that more frequent inspections could mean a lot of work. He remembered how much work had gone into the last inspection.

JS felt that inspection in the new arrangements would be more proportionate than in previous years. He has a presentation on the inspection frameworks which could be shared with Board members with these minutes and maybe discussed at a future Board meeting.

FM – advised the meeting that she was a member of both the Case Review Group (CRG) and of the Partnership, Practice, Scrutiny and Review Group (PPSRG) and
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that she was impressed by the quality of learning and robustness that comes out of the meetings. As the groups were merging she was keen that this learning should not become diluted in a group with a greater remit. Thematic priorities in the Business plan should include that learning.

SW reminded the Board of the question about where CDOP (Child Death Overview Panel) would sit as it will no longer be the remit of the new Safeguarding Children's Partnership arrangements to support this. The transition to the new CDOP coordination needs to be addressed by health colleagues and specifically CCG and Public Health.

AD (Public Health) said that she has asked for specific health data on each York child that dies so that she can observe how CDOP is going to be run in the NHS. AD said that she would expect CDOP to notify her of any cases that require a review.

SW advised AD that as the NHS/Public Health will need to look at funding for CDOP. Currently it is funded by a grant to CYSCB. The issue may need to go to CORAG (Chief Officers Reference and Accountability Group.)

SW said that even though CDOP will sit outside of new Safeguarding Children's Partnership a strong link with CDOP will need to be maintained if safeguarding issues are to be identified and addressed.

SW advised that we will certainly need legal advice regarding the transfer of data (this would include currently held CDOP data) as the new Partnership would be subject to Freedom of Information enquiries unlike the current Board which is not a public body. We need to know what the risks are and mitigate them.

The issue of early help will be another consideration. The existence of the YorOk Board – which monitors early help - is a 'choice' rather than a statutory requirement. While early help is a key element of the prevention strategy it is not defined as safeguarding in the strictest sense. A dialogue with the Children's Trust will need to take place.

JS advised that the current Children's Trust Plan (Children & Young People's Plan) is 2016 -2020 and has a short list of priorities. Those priorities might need to be reviewed to see if they sit within other partnerships.

SW agreed that this is not a CYSCB decision.

SW also said that a Communications Plan will be needed during the summer to plan how we are going to make people aware of the new arrangements as the Children & Social Work Act refers to the LSCBs being 'abolished'.

SA said that we need to ensure the Voluntary Sector is considered and that the language used for them is straightforward.

With the proposal being agreed in principle, JB asked for clarification on what happens next particularly in relation to new terms of reference and a 'slimmed down membership' for the Board. JS advised that there will be a further meeting of the 3 statutory partners shortly; JS suggested that JB should attend this meeting. SW also offered to do an independent review of the final plans for the statutory partners.

Safeguarding Children's Partnership Final Draft Proposal will be reviewed by the key partners and brought back to Board in July 2018.

Action: 11/04/18/06 Final Draft Proposal to be brought back to Board in July 2018.

6. CYSCB Unit Report including Qu 3 Performance Report

The full CYSCB Unit Report was shared with Board members in the papers.

Voluntary Sector Safeguarding Survey:

A Survey Monkey was sent out in March 2018 to voluntary organisations asking them questions about their safeguarding practices within their organisations. JB reported that there has been a good response from York and North Yorkshire. But asked if Board members could remind voluntary sector colleagues that this is an opportunity to check their own safeguarding processes and policies.

CYSCB Annual Report 2017/2018:

JB advised that work will start on the Annual Report 2017/18 very soon. The Business Unit will be asking Board members for contributions with regard to their agencies' work in safeguarding children in the last year.

NMcV asked if there might be a way of including a contribution from young people directly in the Annual Report rather than simply a young people's version. JB agreed that this would be something to aim for if it could be arranged. NMcV and JB will discuss further.

Safeguarding Week:

Safeguarding Week 2018 takes place in the week commencing 25th June. CYSCB's contribution will be awareness- raising via social media and possibly public-facing information and safeguarding 'quizzes'. Board members are invited to contact JB with information about any events or training they are doing around that week in regard to safeguarding children.

Learning & Development: The proposal of observing CYSCB Multi-agency training was discussed. (Previously described in the PDSG update agenda item 3). Board members are asked to volunteer or offer volunteers with the required expertise to become quality assurers of CYSCB safeguarding courses.

CYSCB Website – Bitesize Guides:

A huge amount of work has been done on the website by the CYSCB Performance & Governance Officer. There was a huge A-Z on the website which has been significantly reduced. CB has provided links to other information, on procedures and professional guidance and bite size guides.

The Business Unit would welcome feedback from partners regarding the CYSCB website changes; feedback has already been received from young people on the changes which will be acted upon and a response given to the young people.

CYSCB newsletter

Board members may be aware that the new General Data Protection Regulation which come into force on 25th May mean that in some cases those who receive newsletters must be asked to 'opt in'. JB has taken advice on this and has been advised that this is not necessary for the CYSCB newsletter as it is the duty of the Board to disseminate information about safeguarding children. No-one will therefore be asked whether they want to opt in or opt out. However, the newsletter may be renamed as CYSCB 'bulletin' or 'information' or 'update' to avoid confusion.

Qu 3 Performance Report to Board

It was noted at the meeting that referrals into the Children's Front Door for Contact Domestic Abuse have a seasonal fluctuation.

Referrals with reason for Neglect, Emotional Abuse and CSA all peaked in Qu 2 2017-2018 and then dropped in Qu 3.

AD said that it would be helpful to map what happens nationally. CW suggested that the spike might coincide with the Learning Lessons Review, subsequent workshops and awareness –raising around neglect.

7. Outcomes/Evidence of Impact

- Board members agreed the proposal for the new Safeguarding Partnership arrangements.
- A very detailed and comprehensive Assurance Report has been received from NHSE.
- The presentation to the Board of a case study which has included the use of the Graded Care Profile has been agreed.
- It has been agreed to try and incorporate a contribution by young people to the Annual Report.
- The Board is keen to look at how the issue of Harmful Sexual Behaviour can be addressed and will consider suggested ways forward from PDSG at the next meeting.

8. Forward Plan

A case incorporating the use of the Graded Care Profile will be presented at the Board meeting in October 2018 or January 2019.

The CAFCASS Assurance Report is to be deferred to the October Board meeting.

Harmful Sexual Behaviour is to be put on the July Board agenda.

9. A.O.B.

JS advised that the post of Assistant Director for Children's Services is being advertised in national publications with interviews on 21st and 22nd May 2018.

SW advised that York Hospital Trust has had a generic CQC inspection and that the ratings were generally good. There was an ongoing issue, which is being addressed about the suitability of the premises at A&E for children. Otherwise the report picked up on points of which the Trust were already aware.

Action: 11/04/18/07 KH or FM to send a copy of the Inspectors report from CQC to SW.

10. Actions:

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| Action: 11/04/18/01 | A letter on behalf of the CYSCB Chair to go to the Safer York Partnership requesting a formal assurance report on the agreed actions. |
| Action: 11/04/18/02 | JB to ask TH or AB to present a case using the GCP (with review and outcomes) to Board members in October 2018 or January 2019. |
| Action: 11/04/18/03 | NMcV to share with Board members the report in the SPEMH strategy on young people's views about their mental health. |
| Action: 11/04/18/04 | LD to send out the proposed procedure and checklist to Board and Subgroup members. Nominated observers are asked to contact LD. |
| Action: 11/04/18/05 | AR to send to JB a copy of the NHS England newsletter so that relevant sections can be disseminated. |
| Action: 11/04/18/06 | Final Draft Proposal to be brought back to Board in July 2018. |
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Next meeting:

Wednesday 18 July Snow Room (G035) 1.30 – 5 pm