



**North East and
North Cumbria**

**North East and North Cumbria Integrated Care Board
Executive Committee (Public)**

**Minutes of the meeting held on Tuesday 13 June 2023, 10:50 in the
Joseph Swan Suite, Pemberton House, Colima Avenue, Sunderland**

Present: Samantha Allen, Chief Executive (Chair)
Levi Buckley, Executive Area Director (North & North Cumbria)
David Chandler, Executive Director of Finance
Graham Evans, Executive Chief of Digital, and Information Officer
Annie Laverty, Executive Director of Improvement and Experience
Jacqueline Myers, Executive Chief of Strategy and Operations
Dr Neil O'Brien, Executive Medical Director
David Purdue, Executive Chief Nurse
Claire Riley, Executive Director of Corporate Governance,
Communications, and Involvement
Aejaz Zahid, Executive Director of Innovation
Scott Watson, Director of Place (Sunderland)

In attendance: Rebecca Herron, Governance Manager (minutes)
Jennifer Lawson, Senior Governance Lead
Paul Nicholson, Head of Quality, North East Ambulance Service
(shadowing Executive Chief of Digital and Information Officer)
Tom Hall, Local Authority Board Partner Member (Observer)

EC/2023-24/67	Agenda Item 1 - Welcome and introductions The Chair welcomed all those present to the meeting.
EC/2023-24/68	Agenda Item 2 - Apologies for absence Apologies for absence were received from Deb Cornell, Director of Corporate Governance & Board Secretary who was represented by Jennifer Lawson, Senior Governance Lead; Dave Gallagher, Executive Area Director (Tees Valley & Central) who was represented by Scott Watson, Director of Place (Sunderland).
EC/2023-24/69	Agenda Item 3 - Declarations of interest There were no declarations of interest made at this point in the meeting.

<p>EC/2023-24/70</p>	<p>Agenda Item 4 - Minutes of the previous meeting held on 9 May 2023</p> <p><u>RESOLVED:</u> The Executive Committee AGREED that the minutes from the meeting held on 9 May 2023 were a true and accurate record.</p>
<p>EC/2023-24/71</p>	<p>Agenda Item 5 - Matters arising from the minutes and action log</p> <p>The Chair noted that the action log was significantly long and requested all executive committee members review and update their allocated actions by 11 July 2023.</p> <p><u>ACTION:</u> All executive directors to review and update their allocated actions on the action log.</p>
<p>EC/2023-24/72</p>	<p>Agenda Item 6 - Notification of urgent items of any other business</p> <p>No items of any urgent business had been received.</p>
<p>EC/2023-24/73</p>	<p>Agenda Item 7.1 - Executive Area Directors Update Report June 2023 (North & North Cumbria)</p> <p>The Executive Area Director (North & North Cumbria) provided a summary of the report.</p> <p>The Committee was asked to particularly note from the report:</p> <ul style="list-style-type: none"> • Gateshead <ul style="list-style-type: none"> - SEND Inspection - currently awaiting feedback. It was noted that feedback from the team was positive. - The launch of the trauma informed care service for children and young people 'Trusting Hands' took place on 9 May. It has been well received. • Newcastle <ul style="list-style-type: none"> - 'We are Human Too Coalition' recently held an event in Newcastle; following an event in Sunderland raised concern around moving in different directions and the need for a co-ordinated workplan. - Paediatric Therapy Waiting Lists (speech and language and occupational therapy), it was reported that there is bigger piece of work required and an additional need to understand the baseline positions. There is significant variation in the commissioning of the services across the patch; it was noted that further discussions are taking place between the Executive Area Director (North and North Cumbria) the Executive Chief Nurse.

- North Tyneside
 - Positive feedback from the place sub-committee around hospital discharges was fed into the housing conference which took place in May 2023.
 - LeDeR reviews – it was noted there is a lack of consistency, capacity, and quality. The Executive Chief Nurse confirmed there was work ongoing to address this.
 - Place Sub-Committee Governance – consideration is being given to describing the governance as a plan on a page. There still confusion about the remit of Health and Wellbeing Boards, Place Sub-Committees and Local Delivery Groups. It was noted that it would be beneficial to link in with the Director of Policy, Stakeholder Affairs, and Public Affairs to develop an infographic to ease any confusion.

The Executive Area Director (North & North Cumbria) informed the committee of the intention to hold a seminar with the Board around mental health, learning disabilities and autism now the five priority areas have been agreed.

The Executive Director of Corporate Governance, Communications, and Involvement enquired if the Westgate Road Urgent Treatment Centre (UTC) is linked to Urgent Emergency Care (UEC) plans as the ICB are currently commissioning Newcastle Upon Tyne Hospitals to provide the Westgate Road UTC service. It was confirmed that this has been an ongoing problem before the establishment of the ICB; consultation has taken place and there are ongoing conversations and suggestions of moving the service to the Royal Victoria Infirmary site which would align to the UEC plans, however the impact of this move is yet to be determined.

The Executive Director of Corporate Governance, Communications, and Involvement noted that spirometry is mentioned in several place updates within the report and queried if this could be an opportunity to do something across the system not just in the North. The Executive Area Director (North & North Cumbria) agreed to share the work form Northumberland with place directors for consideration.

ACTION:

- 1) **The Executive Area Director (North & North Cumbria) to link with the Executive Chief Nurse regarding paediatric speech and language waiting times.**
- 2) **The Executive Area Director (North & North Cumbria) to link with the Director of Policy, Stakeholder Affairs, and Public Affairs to develop an infographic to support place sub-committee governance**
- 3) **The Executive Area Director (North & North Cumbria) to share Northumberland Spirometry paper with the Director of Place (Sunderland) for dissemination to Directors of Place for**

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	<p>consideration of a system approach to spirometry to bring back to the committee.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the report for assurance and NOTED the decisions and assurance logs included within the report.</p>
<p>EC/2023-24/74</p>	<p>Agenda Item 7.1 - Executive Area Directors Update Report June 2023 (South)</p> <p>The Director of Place (Sunderland) provided a summary of the report which was submitted to the committee for information purposes.</p> <p>The Committee was asked to particularly note from the report the following themes:</p> <ul style="list-style-type: none"> • All areas are reporting excellent work around hospital discharges transfers of care • Durham have currently achieved a zero-wait list for home care packages • The launch in South Tyneside and Sunderland of a tripartite diagnostic in conjunction with the two Local Authorities. It was noted that there are some significant efficiency savings to be realised • South Tees Discharge Suite implementation is positive • Migrant Health – following a meeting with the university of Sunderland it has been confirmed there will be 4,000 overseas students with a 2.2:1 dependence ratio which will equate to 10,000 overseas residents in and around the Sunderland and Durham areas. Consideration to be given around the services we commission. • Hartlepool SEND Inspection has been completed and is the only area to have achieved the highest possible outcome from that inspection. The committee acknowledged this significant achievement. <p>The Executive Chief of Digital and Information raised a point from both reports on the system pressures and discharges to urge that there is connectivity with the digital team as there are programmes of work running alongside each other.</p> <p>The Chair enquired if a standardised specification for virtual wards had been developed; in response it was confirmed there is a virtual wards implementation group which were given the instruction to agree to the respiratory virtual ward specification developed by the respiratory network. The virtual wards are now expanding into frailty, so areas are progressing further. The meeting was informed that the ICB may not be getting value for money from the virtual wards and this year will be the test to prove the model works. Evaluation is currently underway which will inform any future decisions – there will be no national funding available next year. The</p>

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	<p>Executive Chief of Digital and Information informed the committee there is a technology platform which could support virtual wards however further work is required.</p> <p>The Chair noted that neurodevelopment is developing as a genuine theme through complaints, concerns and media enquiries and a better understanding is needed. During discussion it was noted that getting a child assessed proving difficult and therefore as a result children are being failed. The Executive Chief of Strategy and Operations informed the committee that this is a priority area on the business intelligence workplan.</p> <p>Following discussion, it was suggested that consideration be given to Place collaboration (for example, Tees Valley leading of the Termination of Pregnancy) looking at a postcode lottery approach across the region.</p> <p><u>ACTION:</u></p> <ol style="list-style-type: none"> 1) The Executive Medical Director to consider the use of digital technology to enhance virtual wards. 2) Directors of Place to consider appropriate areas for a collaborative approach. <p><u>RESOLVED:</u> The Committee RECEIVED the report for assurance and NOTED the decisions and assurance logs included within the report.</p>
<p>EC/2023-24/75</p>	<p>Agenda Item 8.1 – Delivery of Prescribing Efficiencies 2023/24</p> <p><i>At 11:20am the Director of Medicines and Pharmacy attended the meeting to present the report for item 8.1 and 8.3.</i></p> <p>The Director of Medicines and Pharmacy presented the report which provided the committee with the prescribing efficiency proposals.</p> <p>The Committee were made aware of the key points from the report including the focus of overprescribing and the importance of community pharmacy who are contracted on dispensing volume.</p> <p>A proposal was highlighted to trial a piece of technology, Analyse RX which is an addition to an existing system which is already in place. The system proactively identifies opportunities for optimisation. Efficiencies are expected to be 3:1 on prescribing alone and other gains will include the increased capacity of GPs.</p> <p>The committee was asked to approve the recommendations within the report.</p> <p>The Executive Area Director (North & North Cumbria) enquired as to the cost of the technology; it was confirmed that the cost will be £260,000 although this is only available to practices with EMIS systems which is only</p>

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	<p>half of the practices within the NENC. However, this would demonstrate the savings. It was noted that the company is working on a solution for the other systems.</p> <p>Following further discussions, the committee agreed the following:</p> <p><u>ACTION:</u> The Director of Medicines and Pharmacy to negotiate with the technology company to try and secure a more beneficial agreement for the ICB.</p> <p><u>RESOLVED:</u></p> <ol style="list-style-type: none"> 1) The Committee SUPPORTED the early review of the NECS medicines optimisation service line in ICB 2.0, and the realignment of current vacancies to PCN clinical leadership. 2) The Committee APPROVED the approach to budget management and efficiency delivery described in the paper. 3) The Committee NOTED the 2024/25 incentive schemes included significant deprescribing or 'not dispensing' elements aimed at community pharmacy. 4) The Committee APPROVED the 1-year trial of novel technology in practices to proactively identify medicines optimisation opportunities, with the caveat the Director of Medicines and Pharmacy to negotiate with the technology company to try and secure a more beneficial agreement for the ICB.
<p>EC/2023-24/76</p>	<p>Agenda Item 8.2 - Waiting Well Programme Plans for 2023/24 and 2024/25</p> <p>The Executive Medical Director presented the report which provided the committee with an update on the latest position and a proposed plan for investment in 2023/24 and 2024/25 with an anticipated approach to contract arrangements for consideration and approval.</p> <p>The key points of the report were outlined. It was noted that all places have submitted plans on how this will be delivered, budgets set based on the population in deciles one and two and the number of patients on priority four waiting lists. It was noted a full procurement process would cause significant risks to the delivery of the programme – it was confirmed that procurement advice has been sought.</p> <p>It was acknowledged that value for money is a potential concern for consideration; further detail regarding outcomes will be shared with the committee. Assurance was also requested that the £200,000 Northumbria HealthCare Foundation Trust Proms money is not linked to this to ensure the same money is not being spent twice.</p> <p>The Executive Director of Improvement and Experience enquired if there was any justification by ways of learning, which has informed the automatic</p>

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	<p>transfer of the same budgets for 2024/25. The Executive Medical Director confirmed this should state indicative numbers for 2024/25.</p> <p>Following further discussions, the committee agreed to support the procurement approach with the agreement that medium term proposals to come from the Healthier and Fairer Advisory Group.</p> <p>The Executive Chief of Strategy and Operations appealed to evaluate effectively.</p> <p><u>ACTION:</u></p> <ol style="list-style-type: none"> 1) The Executive Medical Director to share further detail on the outcomes of the waiting well programme with the committee. 2) The Executive Medical Director to link with the Healthier and Fairer Advisory Group to develop medium term proposals to bring back to the committee. <p><u>RESOLVED:</u></p> <ol style="list-style-type: none"> 1) The Committee NOTED the latest position on the Waiting Well programme. 2) The Committee APPROVED the proposed distribution of funding and approach to relevant contracts for 2023/24 and 2024/25. 3) The Committee APPROVED the suggested approach to undertake single tender and quotation waivers to enable the direct award of relevant contracts and agreements for 2023/24 and 2024/25.
<p>EC/2023-24/77</p>	<p>Agenda Item 8.3 - Covid Medication Delivery Units (CMDU) Update</p> <p>The Executive Medical Director provided an update on the proposed changes to the commissioning and delivery of a NENC CMDU and informed the committee there is significant concern regarding the delays from NHSE. It was reported that funding has been withdrawn however the expectation is that the service will still be delivered although providers are no longer wanting to deliver the service.</p> <p>The committee was asked to approve a three-month extension to provide stability whilst other options are being explored.</p> <p>The Director of Medicines and Pharmacy confirmed the additional cost is related to the increase of patients who are now eligible for treatment as the criteria has changed. The Committee was asked to consider the options outlined in the report but noted the preferred being option two.</p> <p>The Chair agreed to raise the concerns with NHSE colleagues.</p> <p>It was requested that the finance team compile a list of unfunded national requirements to publish publicly at Board meetings.</p>

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	<p><u>ACTION:</u></p> <ol style="list-style-type: none"> 1) The Chair to discuss CMDUs with NHSE colleagues. 2) The Executive Director of Finance to compile a list of unfunded national requirements to publish publicly at Board meetings <p><u>RESOLVED:</u></p> <ol style="list-style-type: none"> 1) The Committee APPROVED the extension of current contracts by a further three months, until the 30 September 2023 with an associated cost pressure of £26,000. 2) The Committee APPROVED preferred option two as recommended within the report. 3) The Committee APPROVED the next steps in relation to the commissioning, procurement, and mobilisation of a new and sustainable service model. 4) The Committee NOTED further updates would be received as the project progresses, including more detailed demand and financial modelling based on renewed clinically agreed cohort population. <p><i>At 11:36am the Director of Medicines and Pharmacy left the meeting</i></p>
EC/2023-24/78	<p>Agenda Item 9.1 - NENC ICB and ICS Finance Report</p> <p>The Executive Director of Finance provided a verbal update to the committee on the medium-term financial plan.</p> <p>With the outlined deficit of the ICB and ICS, a medium-term financial and recovery plan is required to be submitted to NHSE. Discussions have been ongoing with Executive Directors; Directors of Finance and a draft plan has been developed. Support will be necessary to consider how improvements can be made to reduce health inequalities, ensuring collaboration with partners.</p> <p><i>At 11:55am the Local Authority Partner Member left the meeting.</i></p>
EC/2023-24/79	<p>Agenda Item 10.1 - Integrated Delivery Report</p> <p>The Executive Chief of Strategy and Operations introduced the report which provided the committee with an overview of quality and performance, highlighting any significant changes, areas of risk and mitigating actions.</p> <p>Key points were highlighted in the report as outlined below:</p> <ul style="list-style-type: none"> • North Cumbria Integrated Care Foundation Trust has been removed from Tier 2 for cancer • 2022/23 the target for backlog reduction was achieved in NENC, April 23 into May has become more pressured with only 3/8 Trusts achieving their planned backlog in April • NHSE is introducing a tiering system for UEC; NENC ICB has been

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	<p>allocated to tier three which is positive</p> <ul style="list-style-type: none"> • It was noted that dental activity is now included • Concerns highlighted regarding sickness and talking therapies • Out of area placements is a concern and increasing. <p>It was noted further work will be progressed on the content of the report.</p> <p>The Chair remarked how the organisation is taking learning from complaints and it was noted that patient experiences will be fed into the patient group - this will be noted within the report going forward.</p> <p>It was recognised that whilst 'at a glance' reporting looks positive there is awareness of some unwarranted variation in specific providers and that deteriorating trends require close monitoring. The Executive Chief of Strategy and Operations confirmed this takes place through the oversight framework arrangements and further work is underway to ensure this is observed more closely.</p> <p>The point was raised regarding maternity inspections and that there is an expectation on ICBs to support the organisations where ratings have dropped; the Executive Chief Nurse suggested bringing a paper back to the committee to confirm the process around this. This approach was agreed.</p> <p>It was noted that the format of the report was well received, and the committee thanked the team for the input into the report.</p> <p><u>ACTION:</u> The Executive Chief Nurse to develop the process to support organisations following maternity inspections and submit to the committee.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the report for information and assurance.</p>
<p>EC/2023-24/80</p>	<p>Agenda Item 10.2 - ICB/ICS All Age Continuing Care Transformation Proposal</p> <p>The Executive Chief Nurse presented the report which provided the committee with the proposed development of a Transformation Programme for All Age Continuing Care (AACC) to deliver compliance with statutory duties without unwarranted variation.</p> <p>The Committee was made aware of the key points from the report including the sharing of the principles with Local Authority colleagues and incorporating those views and feedback into the report.</p> <p>The Committee was asked to approve the recommendations as outlined within the report</p>

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	<p><u>RESOLVED:</u></p> <ol style="list-style-type: none"> 1) The Committee APPROVED the development of an All Ages Continuing Care transformation programme. 2) The Committee APPROVED the Terms of Reference for the All Ages Continuing Care Strategic Transformation Group (AACC STG).
<p>EC/2023-24/81</p>	<p>Agenda Item 10.3 - Proposal for Increased Financial Delegated Limits for Care Packages</p> <p>The Executive Chief Nurse presented the report which provided the committee with the proposal to extend the financial delegated limit for Band 8d Deputy Directors of Nursing/commissioning managers who approve all age continuing care and complex care packages from the current £75,000 p.a. limit to £200,000 p.a.</p> <p>Following discussions, the committee agreed to increase the delegated limit for the Band 8d Deputy Directors of Nursing (AACC) to £150,000 for a period of three months to be reviewed thereafter.</p> <p><u>RESOLVED:</u> The Committee APPROVED the increased financial delegated limit for the Band 8d Deputy Directors of Nursing (AACC) to £150,000 with a review date set for three months' time.</p>
<p>EC/2023-24/82</p>	<p>Agenda Item 11 – Commissioning</p> <p>No update for this item.</p>
<p>EC/2023-24/83</p>	<p>Agenda Item 12.1 - DHSC Work and Health Project</p> <p>The Executive Director of Corporate Governance, Communications and Involvement introduced the report which provided the committee with an update of the ongoing development of a partnership and emerging strategy to address the challenges of worklessness and economic inactivity and their relationship to poor health.</p> <p>Work is now able to start progressing into some of the existing programmes of work linked to the Healthier and Fairer Advisory Group. It was confirmed this was funded through the Department of Health and Social Care.</p> <p>It was raised that this piece of work is not noted within the Healthier and Fairer Advisory Group workplan as yet and discussions will be required to determine how this work will be supported.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the report for assurance.</p>

<p>EC/2023-24/84</p>	<p>Agenda Item 13.1 - Risk Management Report (incl Risk Register)</p> <p>The Executive Director of Corporate Governance, Communications and Involvement introduced the report which provided the committee with an updated position on the risks facing the organisation for the period 21 March 2023 to 22 May 2023.</p> <p>It was noted that a new risk described in section 3.2 of the report required the approval of the committee.</p> <p>The Chair noted on page twelve there are several actions with limited controls in place and reiterated the expectation of committee members to review and update their allocated risks including what controls are in place.</p> <p><u>ACTION:</u> All Executive Directors to review and update their allocated risks including what controls are in place.</p> <p><u>RESOLVED:</u></p> <ol style="list-style-type: none"> 1) The Committee RECEIVED the Risk Management Report for assurance. 2) The Committee NOTED the profile of the risks as of 22 May 2023. 3) The Committee APPROVED the addition to the risk register of the new risk described in section 3.2.
<p>EC/2023-24/85</p>	<p>Agenda Item 13.2 - Governance Assurance Report (GAR)</p> <p>The Executive Director of Corporate Governance, Communications and Involvement introduced the report which provided the committee with the updated Governance Assurance Report for Q4 2022/23.</p> <p>The Committee was advised that there is further work to do on the content, quality, and format of the report.</p> <p>The Committee was asked to receive the GAR for assurance. The Chair requested that the ICB HR metrics from the operational HR group is captured in the report and aligned to the well led Key Lines of Enquiries (KLOE).</p> <p><u>ACTION:</u> The Executive Director of Corporate Governance, Communications, and Involvement to link with the operational HR group to include the ICB HR metrics within the GAR report and to align to the well led KLOEs.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the Governance Assurance Report for assurance.</p>

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<p>EC/2023-24/86</p>	<p>Agenda Item 13.3 - Governance Map</p> <p>Noted for information only.</p> <p><u>ACTION:</u> The Committee Secretary to add the Governance Map to the ICB Intranet.</p> <p><u>RESOLVED:</u> The Committee NOTED the governance map for information purposes.</p>
<p>EC/2023-24/87</p>	<p>Agenda Item 13.4 - Committee Cycle of Business</p> <p>Noted for information only.</p> <p>The Executive Director of Corporate Governance, Communications and Involvement informed the committee a refresh of the Board and Board development cycle of business is being developed.</p> <p><u>RESOLVED:</u> The Committee NOTED the committee cycle of business.</p>
<p>EC/2023-24/88</p>	<p>Agenda Item 14.1 – ICB 2 Steering Group Highlight Report</p> <p>The Executive Chief of Strategy and Operations presented the report which provided the committee with an update of the ICB 2.0 programme of work.</p> <p>It was noted that the work is slightly behind schedule.</p> <p><u>ACTION:</u> All Executive Directors to collaborate with their teams to ratify organograms.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the report for assurance.</p>
<p>EC/2023-24/89</p>	<p>Agenda Item 14.2 – Contracts Group Highlight Report</p> <p>The Executive Chief of Strategy and Operations presented the report which provided the committee with an overview of the discussions at the Contracting Group in May 2023.</p> <p>It was confirmed that there is a definitive contract register and contract signing process in place.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the report for assurance.</p>

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<p>EC/2023-24/90</p>	<p>Agenda Item 14.3 – HR & OD Steering Group</p> <p>The Executive Chief Nurse presented the report which provided the committee with an update on the creation of the NENC ICB People and OD Steering Group.</p> <p>It was noted that two meetings have taken place and membership has been reviewed.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the report for assurance.</p>
<p>EC/2023-24/91</p>	<p>Agenda Item 14.4 – Pharmaceutical Services Regulatory Sub-Committee Minutes</p> <p>The Committee noted for information and assurance.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the minutes for assurance</p>
<p>EC/2023-24/92</p>	<p>Agenda Item 14.5 – Primary Care Strategy and Delivery Sub-Committee Minutes</p> <p>The Committee noted for information and assurance.</p> <p><u>RESOLVED:</u> The Committee RECEIVED the minutes for assurance</p>
<p>EC/2023-24/93</p>	<p>Agenda Item 15.1.1 - Procurement Policy</p> <p><u>RESOLVED:</u> The Executive Committee APPROVED the Procurement Policy.</p>
<p>EC/2023-24/94</p>	<p>Agenda Item 15.1.2 – Policy Schedule</p> <p>The Committee noted for information and assurance.</p> <p><u>RESOLVED:</u> The policy schedule to be resubmitted to the committee following amendments - the committee RECEIVED the report for assurance.</p>
<p>EC/2023-24/95</p>	<p>Agenda Item 15.2.1 - Management of Domestic Abuse in the Workplace Policy</p> <p><u>RESOLVED:</u> The Executive Committee APPROVED the Management of Domestic Abuse in the Workplace Policy.</p>

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<p>EC/2023-24/96</p>	<p>Agenda Item 15.2.2 - Managing Allegations Against Staff Policy</p> <p><u>RESOLVED:</u> The Executive Committee APPROVED the Managing Allegations Against Staff Policy.</p>
<p>EC/2023-24/97</p>	<p>Agenda Item 15.2.3 - Equality, Diversity, and Inclusion Policy</p> <p><u>RESOLVED:</u> The Executive Committee APPROVED the Equality, Diversity, and Inclusion Policy.</p>
<p>EC/2023-24/98</p>	<p>Agenda Item – 16.1 Any Other Business</p> <p>There were no items of any other business for consideration.</p>
<p>EC/2023-24/99</p>	<p>Agenda Item – 16.2 New Risks to add to the Risk Register</p> <p>There were no new risks identified.</p>
<p>EC/2023-24/100</p>	<p>Agenda Item 17 - CLOSE</p> <p>The meeting was closed at 12:55pm.</p>
	<p>Date and Time of Next Meeting</p> <p>Tuesday 11 July 2023 10:30am.</p>

Signed: Sam Allen



Position: Chief Executive (Chair)

Date: 11 July 2023