

Action against Medical Accidents

Minutes of the board meeting

held on **Tuesday 5 December 2023** at 14:00

Old Square Chambers, 10-11 Bedford Row, London WC1R 4BU

Present	Mike Andersson (MA), Caroline Browne (CB) (Senior Independent Director), Janine Collier (JCo), Jocelyn Cornwell (JC) (Chair), Jane Hawdon (JH) (via Teams), Nigel Holland (NH) (Treasurer), Carol Jones (CJ), Amrat Khorana (AK), Bill Kilvington (BK) (via Teams), Farrah Pradhan (FP) (associate trustee), Michele Salter (MS)
In attendance	Nathan Bacon (NB) (Internal Operations Manager), Lisa O'Dwyer (LOD) (Director Medico-legal Services), Nicky Rushden (NR) (Finance Manager), Paul Whiteing (PWh) (CEO), Rachel Wright (minutes)

1 Apologies of absence

The chair welcomed everyone to the meeting. There were no apologies.

2 Declarations of interest

CB declared her appointment to the Nursing and Midwifery Council (NMC) Investigating Committee panel; BK declared he had joined a NCEPOD (National Confidential Enquiry into Patient Outcome and Death) group for paediatric emergency surgery; FP declared her appointment to the NMC Fitness to Practice Committee; and AK declared his application to become a trustee of the FiveXMore organisation.

3 Minutes of previous board meeting, 26 September 2023

The Chair presented the minutes of the previous board meeting for approval whereupon they were unanimously approved as a true and accurate record of the meeting.

Matters arising: MA would join the Quality and Outcome Committee (QOC); FP would not join the finance & investment committee; JC had resigned from the finance committee and had joined the IT & digital working group. Most actions on the schedule of board meeting actions had been closed or updated.

The chair reported favourably on the visit she, the CEO and LOD had paid to one of AvMA's corporate sponsors, BD.

4 CEO report

The CEO's report to trustees had been circulated with the meeting's papers. For information purposes he highlighted that AvMA was now a remote-working organisation, and that he had had useful

conversations with the outgoing health ombudsman, Rob Behrens, and the CEO of National Voices, Jacob Lant, about exploring non-litigious ways in which AvMA beneficiaries might resolve low-value medical claims. He would write to the PHSO CEO to put down a marker for the incoming ombudsman, and he would explore working with J. Lant to start a round-table discussion with the PHSO CEO and other interested parties to explore NHS complaints policies as means of getting redress.

In response to trustee questions about remote working and AvMA's obligations to new staff, the CEO and NB explained the offer to new staff, confirming that issues such as home insurance and travel expenses would be clarified as part of any job offer. If the charity moved out of Freedman House, staff contracts of employment would need reviewing. LOD reported on the successful onboarding of two new members of staff based in parts of the country far from Croydon.

C0128: PWh to write to the PHSO CEO to put down a marker for the incoming health ombudsman and to explore working with Jacob Lant to start a round-table discussion with the PHSO CEO

5 First draft of strategic plan 2024-29

A first, high-level draft of the strategic plan for 2024-29 had been circulated with the meeting's papers. Trustees agreed that this was a good first draft.

Trustees approved the vision and mission statements as set out in the draft plan; however, in later iterations of the draft, consideration would be given to the following (all on page 5): i) replacing the word "patients" with "those affected by medical harm"; ii) replacing the word "require" with "need" in the sentence "Harmed patients achieve the remedies and healing they require"; iii) replacing the term "medical accidents" with "avoidable harm during healthcare"; iv) rephrasing "We support them in securing a remedy ... and its causes" to make the meaning of "and its causes" clearer; and v) splitting in two the sentence: "We do this by supporting and empowering those people and ... medico-legal practices".

Trustees felt that at least one of the value statements on page 5 ("Proactive") was unnecessary. The statement about fairness needed reframing so that it was about AvMA treating people fairly. The phrase "we are passionate" did not relate to the value "vocal and visible", commented one trustee. The statement about independence needed rephrasing, said another, to make it less cumbersome. The CEO said, at the next staff meeting, he would encourage staff to see the link between values and behaviour statements.

Trustees approved the four strategic priorities as set out in the plan subject to: i) including a statement about making better use of data and information, and also better measuring, under the "We will" section; ii) making clear that priority 1 was to reach those people who needed, but did not currently access, AvMA's services; and iii) listing page 12's final two "Long-term ambitions" in the "We will" section. There was also a suggestion for replacing "ambition" with "long term aims".

In response to a trustee question about the opaque phrasing of one of the commitments on page 9, the CEO explained why it was prudent to keep this commitment slightly ambiguous until the organisation had had more time to clarify its thinking on this point.

To better manage strategic change, consideration would be given to what AvMA meant by long-, medium- and short term.

As members of a small working group made up of Chairs of Committees and Working Groups, JC, CB, JCo, CJ and MA would consider and approve drafting changes emerging from consultation with stakeholders.

There was a discussion about who in the professional world AvMA should be talking to about its strategy. Suggestions included representatives of clinical professional bodies, medical insurance bodies, the NHS Confederation, representatives from the independent sector, the defendant insurance community, such as the ABI and the Federation of Insurance Lawyers, the Office of the Patient Safety Commissioner. The CEO would take this up away from the board.

The board agreed the first draft of the strategic plan.

C0129: JC, CB, JCo, CJ and MA to consider and approve drafting changes emerging from consultation with stakeholders.

C0130: PWh to consider which professional bodies AvMA should be consulting about its draft strategy

6 Freedman House further update

Copies of the report “Freedman House - the next five years” had been circulated with the meeting’s papers. In response to their questions trustees were told how often the ground-floor was utilised by staff and how the building was monitored in AvMA’s absence. They were also informed that the managing agents had flagged a new boiler as the only major upkeep expense over the next three years; and there was no need to seek independent advice on the condition of the building; and that AvMA had no further liabilities that have not already been identified associated with being a landlord rather than a tenant.

Following a lengthy discussion, trustees approved the following decisions:

- i) to get legal advice on how best to ensure the neighbouring landlord rectified the faulty car park wall
- ii) to commission a low-level piece of consultancy advice on whether a change of use to residential/part-residential would be feasible
- iii) to replace the boiler using the £30,000 ringfenced for this work
- iv) to explore the options for renting out the ground floor of the building and relocating AvMA’s headquarters to cheaper, flexible office space, on the understanding that AVMA would actively seek tenants but would only relocate elsewhere if the total cost per annum of such move (taking into account upheaval to staff) provided a material saving
- v) to re-evaluate the options for the premises in three years’ time when the incoming tenant’s lease would be up for review, weighing the return on this use of the capital against alternative uses such as investment.

C0131: PWh to check if AvMA’s building insurance policy provides legal cover

C0132: MA to talk to NB offline about item 11 of the circulated paper

C0133: NB to let trustees know the cost of renting flexible office space, once identified

7 Implicit: lessons learned

A report into the lesson learned following the termination of the Implicit financial software project had been circulated with the meeting's papers. Trustees praised the report, and after a discussion, the recommendations set out in the report were approved. Adding a benefits realisation section to the report and including monitoring of the realisation of those benefits was suggested as part of the recommendations.

At trustees' request, the CEO would consider whether to establish an oversight group for change, involving a wide range of staff, to help manage change within the organisation.

C0134: PWh to consider establishing an oversight group for organisational change involving a wide range of stakeholders

C0135: NB to add a benefits realisation section to the Implicit report and include monitoring of the realisation of those benefits as part of the recommendations

8 Policy on donations, legacies, corporate funding, sponsorship and support

The policy was approved as presented subject to the following changes:

- i) Section 3: Revised sentence to read: "This will include consideration of whether the person or organisation or the activities fall into any of the categories in sections 2.2 and 2.3 above."
- ii) Section 2.1e; to include pro-bono advice.
- iii) Section 4.2: Second sentence to be deleted and replaced with a statement about AvMA wanting to work with funders who have publicly committed themselves to positively promoting equality, diversity and inclusivity through the work they undertake.

A trustee strongly advised against accepting funding from formula milk manufacturers and their parent and subsidiary companies, if offered, due to reputational risk.

Due diligence would be done regarding any donated shares.

C0136: PWh to revise the funding policy as requested and then publish it.

9 Staff-cost-of-living increase 2024, first consideration

Trustees were asked to offer their preliminary views on the annual cost-of-living salary increase to inform the budget setting process for 2024/25. A paper setting out various options had been circulated with the meeting's papers.

In response to a trustee question, NB reported the review of staff pay, supported by BK, would likely be finalised by Jan/Feb 2024.

Several trustees were not in favour of a second year of non-consolidated pay awards, partly because of the expectation that would create. One trustee said her preference was to match the public sector growth, with the CPI being the minimum, to keep AvMA competitive. At a trustee's request, the CEO would plot AvMA salaries on the graph in paper 9.1 to show how they compared year-on-year with

public sector salaries. It was noted that AvMA's policy was to strike the rate with reference to December's CPI. The CEO thanked trustees for their views, which had been helpful, he said.

C0137: PWh to send out the terms of reference for the review of staff pay being sponsored by BK

C0138: PWh to plot AvMA salaries on the graph on page 69 of the board meeting's papers

10 Risk register for review

Trustees approved the deletion of the following three risks - disruption caused by the CEO changeover, the negative impact of hybrid working, the loss of trustees. They also approved the recommended changes to the risks concerning investment income loss, conference income and Freedman House rental income.

Following a discussion about other possible risks, it was agreed the CEO would take a broad look at potential fraud risks within the organisation, i.e. not limited to financial fraud, and he would consider extending the remit of the chairs-of-committees working group to include looking at the risk register in the context of the strategic plan and risk in the round. LOD would review whether R011 regarding the inquest service had been rated correctly.

C0139: PWh to take a broad look at potential fraud risks in the organisation

C0140: PWh to consider extending the remit of the chairs-of-committees working group to include looking at risk in the round and the risk register in the context of the strategic plan

C0141: LOD to review whether R011 re the inquest service has been rated correctly

11 Finance and investment committee report

Draft minutes of the meeting on 14th November 2023, the finance manager's reports, and the latest management accounts had been circulated with the meeting's papers for information. NH noted that one of AvMA's biggest assets was its reputation; consequently, it was able to generate an income stream from legacies. He had last carried out a high-level financial review in February 2023. All the invoices he had looked at (30 in all) had been for the benefit of the business.

12 Quality and outcome committee report

Draft minutes of the meeting on 23rd November 2023 had been circulated with the meeting's papers for information. JCo summarised the meeting's discussions, which included a proposal for beneficiary counselling. She also reported on the excellent feedback for staff and volunteers.

13 Income generation working group (IGWG) report

Draft notes of actions from the meeting on 16th October 2023 had been circulated with the meeting's papers for information. A meeting had been arranged with the only, albeit highly recommended, company that had bid for the fundraising/income generation consultancy position.

14 IT and digital strategy working group (IT&DWG) report

Draft minutes of a meeting on 6th November 2023 had been circulated with the meeting's papers for information. MA reported JCo had left the group and JC had joined. The contributions made by M.

Lowry, Z. Lee and P. Santos had been valuable, and he had been impressed by what ML, NB and the rest of the team had been doing. If the two critical CRM go-lives forecast for January/February 2024 went ahead as planned, then AvMA would be in a more comfortable position, he said.

In answer to a trustee question, it was agreed there should be a budget for the maintenance of the CRM, and for the inevitable changes, etc.

C0142: NR to budget for the ongoing maintenance of the CRM

15 CRM update

This had been covered under agenda item 14.

16 Managers' departmental reports

There were no questions.

17 Operational reports

There were no questions.

18 AOB

This being NH's final meeting, the board said it had been a pleasure working with him and they thanked him for his much-valued work on the finance committee. The board also praised the CEO for an excellent first year on the job.

There being no other business to discuss, the meeting ended at 17:00.

19 Dates of 2024's board meetings

Date
Tuesday 19th March 2024
Tuesday 25th June 2024
Thursday 26th September 2024
Thursday 12th December 2024, including AGM

Meeting Actions

1.1 Schedule of Board Meeting Actions (updated 05/12/2023)

Action	Date Agreed	Item	Issue	Description	Person responsible	Date for completion	Progress / Completed
C001	29.9.20	10	AvMA website	Proceed with procurement work and develop a financial business case to board for approval before entering website development contract.	PS/NB	Spring 2022	Delayed until after CRM completion later in 2023
C093	20.06.23	7	People report	Consider evaluating staff training	NB	Sept2023	
C0104	20.06.23	12	CRM specifications	Remind trustees what they asked for when the CRM specification was developed	NB	In time for QOC's Sept mtg	CLOSED – superseded by C0123
C0107	26.09.23	3	Declaration of interest	Send Vicki Noyce details of AK's recent SLAM appointment for entry on to the register of interests	AK	Oct 2023	CLOSED – VN included in Conflicts Register
C0108	26.09.23	5	People Report	Send trustees report missing from board meeting papers	NB	Oct 2023	Completed - CLOSED
C0110	26.09.23	6	Social media	Consider whether AvMA's social media handles can be better used in response to the Letby case/Government's response to FRC	PW	Mar 2024	Consider alongside social media policy
C0113	26.09.23	8	Harmed patients care pathway	Formalise AvMA's relationship with the HPA.	PW	5 Dec 2023	Deferred until further downstream with this project
C0114	26.09.23	8	Harmed patients care pathway	Codify a plan for progressing the HPP (budget £10,000)	PW	5 Dec 2023	Deferred until further downstream with this project
C0118	26.09.23	10	Policies	Add three-year review date to Policy on Policies and Lone Worker Policy	NB	Oct 2023	Completed - CLOSED
C0119	26.09.23	10	Policies	Re-word section 2 of Lone Worker Policy in accordance with the verbally agreed changes made at September 2023's board meeting	BK	Dec 2023	Completed - CLOSED

Meeting Actions

Action	Date Agreed	Item	Issue	Description	Person responsible	Date for completion	Progress / Completed
C0123	26.09.23	14	CRM	Update the board on when QOC data will be available on the CRM	NB	5 Dec 2023	CLOSED - included as part of casework phase detail
C0128	05.12.23	4	CEO report	Write to the PHSO CEO to put down a marker for the incoming Health Ombudsman and explore working with Jacob Lant to start a round-table discussion with the PHSO CEO	PW	Mar 2024	CLOSED
C0129	05.12.23	5	Strategic plan 2024-9	Consider and approve drafting changes emerging from consultation with stakeholders	JC, CB, JCo, CJ, MA	Mar 2024	CLOSED
C0130	05.12.23	5	Strategic plan 2024-9	Consider which professional bodies AvMA should be talking to about its strategy	PW	Mar 2024	CLOSED. Sent to 300 people/orgs
C0131	05.12.23	6	Freedman House	Check if building insurance policy provides legal cover	NB	Jan 2024	CLOSED
C0132	05.12.23	6	Freedman House	Talk offline to NB about item 11 in Freedman House board paper Dec 2023	MA	Mar 2024	CLOSED. NB contacted MA.
C0133	05.12.23	6	Freedman House	Inform trustees of cost of renting flexible office space, once identified	NB	Mar 2024	Deferred until such a time decision needs to be made.
C0134	05.12.23	7	Implicit lessons learned	Consider establishing an oversight group for organisational change, involving a wide range of stakeholders including staff	PW	Mar 2024	Under consideration
C0135	05.12.23	7	Implicit lessons learned	Add a benefits realisation section to the Implicit report and include monitoring of the realisation of those benefits as part of the recommendations	NB	Mar 2024	Ongoing – first draft circulated internally.
C0136	05.12.23	8	Policy on funding	Revise the policy on donations/funding as requested (see board minutes 5/12/23 for details)	PW	Mar 2024	CLOSED. Revised and finalised.
C0137	05.12.23	9	Staff pay/cost of living increase	Send trustees the terms of reference for the review of staff pay being sponsored by BK	PW	Mar 2024	CLOSED. Sent by e-mail 18/12/23
C0138	05.12.23	9	Staff pay/cost of living increase	Plot staff salary increases on the graph on page 69 of Dec's board meeting's papers	PW	Mar 2024	CLOSED

Meeting Actions

Action	Date Agreed	Item	Issue	Description	Person responsible	Date for completion	Progress / Completed
C0139	05.12.23	10	Risk register	Take a broad look at potential fraud risks in the organisation	PW	Mar 2024	For JUNE Board
C0140	05.12.23	10	Risk register	Consider extending the remit of the chairs-of-committees working group (including JC and CB) to include looking at the risk register in the context of the strategic plan and risk in the round	PW	Mar 2024	
C0141	05.12.23	10	Risk register	Consider whether R011 re the inquest service has been rated correctly	LOD	Mar 2024	
C0142	05.12.23	15	CRM	Budget for the ongoing maintenance of the CRM	NR	Mar 2024	

1.2 December 2023 AGM Meeting Actions (updated 05/12/2023)

- NR and MS to check AvMA's financial processes are in line with the Charity Commission
- NH and PWh to sign the letter of representation

Closed Actions

1.3 CLOSED Board Meeting Actions, for information (updated 05/12/23)

Action	Date Agreed	Item	Issue	Description	Person responsible	Date for completion	Progress / Completed
C059	27.9.22	6	Policy on Policies	Work on and bring revised version to December Board	MA/BK/PW/ NB	Mar 2023	CLOSED
C064	13.12.22	8	EDI audit report	Discuss the report with managers and JC and propose a way forward at the next Board meeting	PW	Mar 2023	CLOSED To be rolled into strategy development
C065	13.12.22	10	HPCP	Consider applying for funds for HPP project management	PW	Mar 2023	CLOSED Agree to consider this after Trusts' pilot assessment
C067	13.12.22	13	Risk Register	Update register as discussed	PW	Mar 2023	CLOSED
C068	21.03.23	3	IGWG remit	Discuss remit of IGWG	JC/PW/MA	Jun 2023	CLOSED
C069	21.03.23	4	Agenda hyperlinks	Format board papers to include agenda hyperlinks	VN	Jun 2023	CLOSED
C070	21.03.23	4	Board recruitment	Commence further board recruitment	JC/PW	Jun 2023	CLOSED
C071	21.03.23	4	HPCP	Establish the level of staff involved in HPCP	PW	Jun 2023	CLOSED (See QOC minutes 8/6/2023)
C072	21.03.23	4	Government consultation on modernising healthcare professional regulators	Inform board of ramifications of Government's framework for reforming regulatory roles after discussion with Liz Thomas, and alert board to future major consultations for its input.	PW/LT	Jun 2023	CLOSED (Concerns were sent out to trustees)
C073	21.03.23	5	Website redevelopment	Meet with Productle to assess their suitability for undertaking digital strategy assessment	PW	Jun 2023	CLOSED (PW & NB met with- and were satisfied with Productle's suitability)
C075	21.03.23	6	HR reports	Provide sickness and TOIL trend data in HR reports	NB	Jun 2023	CLOSED
C076	21.03.23	6	Staff working hours	Consider heightened risks of working long hours when remote working	PW	Jun 2023	CLOSED
C078	21.03.23	6	Freedman House Lone Worker policy	Review policy on policies and issue lone worker policy in draft in the meantime	NB/PW/MA/ BK	Jun 2023	CLOSED

Closed Actions

C079	21.03.23	6	Freedman House Lone Worker policy	Email Nathan with comments	CB	Jun 2023	CLOSED
C080	21.03.23	7	Authorisations	Draft a policy on authorisation limits	PW/NR	Jun 2023	CLOSED
C083	21.03.23	10	Trustee awayday	Work on date for trustee awayday along with staff involvement	PW/JC	April 2023	CLOSED
C084	20.06.23	4	Trustee appraisals	Send appraisal questionnaire to VN for circulation to the board	JC	All appraisals to be completed by end of September 2023	CLOSED
C085	20.06.23	4	Trustee appraisals	Book one-to-one appointments for JC with each trustee	VN	All appraisals to be completed by end of September 2023	CLOSED
C086	20.06.23	4	Chair appraisal	Appraise the chair, having first sought feedback from trustees	CB	End of September 2023	CLOSED
C087	20.06.23	4	CEO's appraisal objectives	Email his appraisal objectives to all trustees	PW	June 2023	CLOSED
C090	20.06.23	4	ACNC	Send trustees the date for the 2024 conference asap	PW	Sept 2023?	CLOSED
C091	20.06.23	6	Operational plan	Number items and reinstate the traffic light rating system	PW	September 2023	CLOSED
C095	20.06.23	7	Invitation to board meetings	Ask P. Santos and L. Thomas if they would like to attend board meetings sometimes	PW	September 2023	CLOSED
C096	20.06.23	8	Policy on policies	Reinstate the numbering and section on values	NB	September 2023	CLOSED
C098	20.06.23	8	Freedman House Lone Worker policy	Send Word copy of policy to MA for his amendments	NB	September 2023	CLOSED
C0101	20.06.23	11	QOC meetings	Pick up with beneficiary representatives to explain how they might benefit from attending QOC meetings	PW	September 2023	CLOSED
C0102	20.06.23	11	HPCP	Arrange a reconvening of the HPCP collective to reset a framework to take this work forward	PW	September 2023	CLOSED

Closed Actions

C0103	20.06.23	11	Agenda for September's board meeting	AvMA's relationship to the HPCP to be made an agenda item	PW	September 2023	CLOSED
C0105	26.09.23	3	Trustee awayday	To circulate details of awayday on 05/10/2023	PW	27/09/23	CLOSED
C074	21.03.23	5	Pay and structure review	Add review of pay and structure to the operational plan's overarching priorities, and feedback to board at June meeting	PW	Jun 2023	CLOSED - HR consultant appointed. BK to act as sponsor to this work
C077	21.03.23	6	Hybrid working	Review hybrid working and report back to the board	PW	December 2023	CLOSED – covered in CEO report
C081	21.03.23	9	IT and digital strategy group	Consider a different working group in time to address digital strategy	PW	September 2023	CLOSED – this will be considered when AvMA in posn to do so
C088	20.06.23	4	Implicit termination of contract	Produce a 'lessons learned' report for September's board meeting	PW/NB	Sept 2023	CLOSED – on Dec agenda
C089	20.06.23	4	Implicit termination of contract	Invite trustees only to an online mtg to consider the governance/oversight issues raised	VN	Before Sept's board mtg	CLOSED
C092	20.06.23	7	People report	Show what percentage of days contracted to work were taken as sick days and overtime	NB	September 2023	People Report inadvertently omitted from Sept board mtg papers
C094	20.06.23	7	FRC	Provide LOD with details of useful contacts at ASCO	CP	September 2023	CLOSED contacts made
C097	20.06.23	8	Policy reviews	Circulate new policies (once stakeholder approved) in advance of board meetings for online discussion with final version presented at board meetings. Trustees to be notified of key changes only to revised policies that have already had been run past stakeholders	PW	September 2023	CLOSED – request noted
C0100	20.06.23	10	Freedman House	Arrange property evaluation through estate agent	NB	September 2023	CLOSED
C0101	20.06.23	11	HPCP	Arrange a reconvening of the HPCP collective to reset a framework to take this work forward	PW	September 2023	CLOSED
C0106	26.09.23	3	Trustee appraisals	Circulate trustee appraisal questionnaires to new trustees for information	JC	December 2023	CLOSED
C0109	26.09.23	6	Operational plan 2023/4	Make the changes to the operational plan as itemised in the minutes of Sept 2023's board meeting	PW	Dec 2023	CLOSED – PW has made changes

Closed Actions

C0111	26.09.23	7	Freedman House	Ask Croydon's planning department whether conversion to a residential property might help with a sale, and: i) talk informally with the building's other leaseholders to gauge their views on change of use; ii) get a valuation of the building; iii) calculate how much managing the building costs in terms of staff hours; and iv) circulate this information ahead of December's board meeting.	NB	5 Dec 2023	CLOSED – actions covered in FH board paper on Dec agenda
C0112	26.09.23	7	Freedman House	Compile a full financial analysis of Freedman House for December's board meeting	NB/NR	5 December 2023	CLOSED – no relevant in context of changing situation
C0115	26.09.23	8	HPCP	Capture and track this one-off expenditure through our accounts reporting	PW/NR	5 December 2023	CLOSED – N/A at present
C0116	26.09.23	9	Finance committee	Pass their ID documents to NB for scanning across to NR	CP, PW & JH	Oct 2023	CLOSED
C0117	26.09.23	9	Finance committee	Email trustees for their approval of change of signatories	NR	Oct 2023	CLOSED – all submitted on time
C0120	26.09.23	10	Policies	Review all out-of-date policies with small group of trustees	PW	December 2023	In HAND – PW arranging for a small group of trustees to review any policy past its review date
C0121	26.09.23	11	Risk register	Amend risk register as recommended at September 2023's board meeting (requested amendments captured in the minutes)	PW	5 December 2023	CLOSED – changes have been made
C0122	26.09.23	12	QOC	Contact Linda Kenwood re hosting a register of counsellors, and to check AvMA's insurance cover in event of advertising a non bona fide	PW	5 December 2023	CLOSED – LK invited to QOC and insurance cover considered
C0124	26.09.23	14	CRM	Send monthly CRM progress reports to M. Andersson	NB	To be ongoing	In hand
C0125	26.09.23	14	CRM	Review the financing of the CRM at IT&DWG meetings	PW/NB/MA	To be ongoing	CLOSED – see Dec board paper
C0126	26.09.23	15	Trustee appointment	Add J. Hawdon to the trustees' schedule of appointments	PW	Nov 2023	CLOSED
C0127	26.09.23	15	Trustee appointment	Add CB's reappointment as a trustee to December's AGM agenda.	PW	Nov 2023	CLOSED