

## Central Surrey Health Limited (“the Company”) Minutes of the General Meeting

<b>Date:</b>	Wednesday, 15 December 2021
<b>Time:</b>	12:30
<b>Venue:</b>	MS Teams

Directors	
Andy Field – CSH Chairman	AF
Fran Davies – Non-Executive Director	FD
Steve Flanagan – Chief Executive Officer	SF
Peter Lock – Non-Executive Director	PL
John Machin – Non-Executive Director	JM
Dr Caroline Shuldham – Non-Executive Director	CS

In attendance	
Jane Harrison – Guardian Shareholder	JH
Yvette Nicholson – Guardian Shareholder	YN
Jane Smith – Guardian Shareholder	JS
Will Flower – Guardian Shareholder	HC
Julie Downey – The Voice Chair	JD
Laura Rivet – Director of People	LR
Eileen Clark – Director of Nursing & Quality	DT
Sarah Tomkins – Director of Adult Services	ST
Robert Hudson – Chief Financial Officer	CV
Dr Michael Wood – Medical Director	MW
Helen Cook – Director of Children & Family Service	HC
Keith Woollard – Director of Digital Services	KW
Irene Chew – minutes	IC
103 attendees in total	

Item	Discussion	Action
<b>1.</b>	<b>Welcome and apologies for absence</b>	
1.1	AF welcomed those present to the Annual General Meeting (AGM), with apologies from Kim Lowe, non-executive director.	
1.2	AF stated that the meeting would be recorded, and that anyone who did not want their image or voice to be part of the recording should turn off their camera and microphone.	
1.3	AF took the meeting through the voting process on the proposed resolutions and reminded those present that if they were sitting with another colleague, only the vote of the person who was logged in would be counted. To ensure everyone had the opportunity to vote, they should join the meeting individually. The Guardian Shareholders will consider the resolutions based on the results of the votes of the co-owners present: some people present would not be voting due to the type of contract they had, such as the non-executive directors. The meeting was quorate with at least three of the four Guardian Shareholders in attendance, and so decisions could be made and resolutions passed.	

## 2. Minutes of the previous Annual General Meeting held on 27 April 2021

### a. Resolution 1: To approve the minutes of the previous Annual General Meeting held on 27 April 2021.

2.1 AF presented the minutes of the previous Annual General Meeting and asked the co-owners to vote on whether the minutes should be confirmed or not by the Guardian Shareholders.

Results: YES = 92% No = 0% Abstain =18%

76 voters

2.2 AF then asked the Guardian Shareholders individually to vote, based on the results of the co-owner poll. The Guardian Shareholders **unanimously approved** the minutes of the Annual General Meeting held on 27 April 2021.

## 3. Chief Executive – report

### 3.1 First Half of 2021

SF thanked the CSH team's continuous effort in battling Covid-19 whilst going through lockdowns. He noted the team's flexibility in their response and the speed of adapting to new ways of working such as virtual consultations. He praised the CSH team's resilience as many colleagues had immediate family and friends who were directly affected by Covid-19 as well. Despite these hardships, he noted that CSH team did not lose focus and continued to prioritise CSH patients with great quality care. The CSH team should take pride that none of CSH services were discontinued during these difficult times.

### 3.2 Second Half of 2021

SF remarked that CSH was one of the first providers in the region to provide face-to-face consultations as the lockdown restrictions eased. CSH also won the bid to be lead provider of the mass vaccination facility in Epsom. He applauded the CSH colleagues for their huge effort and quick response to training which led to the recruitment of a great team to run and manage the mass vaccination facility. SF thanked the Board, the Executives and all CSH colleagues for their unequivocal support and awarded The Star Award 2020-2021 to the whole of CSH. SF declared that every member of CSH would be given an extra day of leave in 2022 as a recognition of their achievement.

## 4. Director of Finance – report

4.1 RH reported key financial highlights of the Annual Report were as follows:

- a 11% increase in turnover amounting to £82 million largely from Covid support and funding for the vaccination programme
- Surplus before tax was up £108,000 which was 934% more than the year 2019/20
- Cash generated was up £1.1 million from £3.8million in 2019/20 to £4.9

million in 2020/21.

- There was a post-tax loss of £24,000 due to a large corporation tax bill over £131,000. Higher earnings had led to the higher tax bill.

4.2 RH explained the graphs comparing the income between the period of 2019/20 and 2020/21. He noted the income from the three key business units remained as expected and in line with inflation. The significant increase was from Covid funding. The income graphs were mirrored in the expenditure graphs with significantly higher Covid expenditure. The expense uplift of the three key business units were in line with inflation.

4.3 RF gave a breakdown of the key components of the balance sheet of the Company as of 31 March 2021. Fixed assets amounting to £4 million were mostly in IT equipment. The debtors included monies from commissioners for CSH providing services. It noted that there was sufficient cash in the bank to pay the bills for the subsequent part of the year.

4.4 CSH's liabilities covered creditors whom CSH owed monies to because they had provided services to CSH. It was noted that these were all short-term creditors and CSH only had a negligible amount of long-term debt. There was a small amount of tax owed to HMRC. Finally, taking all the assets less the liabilities provided the balancing amount which would be accrued to the shareholders. This amount would be deemed the owners fund on the balance sheet.

4.5 In summary, CSH had done well financially mainly due to Covid-19 and vaccination income.

4.6 RH asked if there were any questions from the meeting. AF advised that some questions had been received in advance of the meeting and he would be happy to take online questions later.

4.7 *Question 1: Why has the highest paid person at CSH (according to the annual report) had a much bigger pay rise than all the other staff? Can you explain how this is justified and who sets this salary?*

AF explained that the sum in the annual report was a total sum which had been inflated by a one-off 18-month pension payment which had been unpaid in error in the previous financial year. AF assured the meeting that the Company's Remuneration Committee which oversees the salaries of directors would ensure that the directors' remuneration packages were in line with NHS, other social enterprises, and the wider market to attract and retain talent. AF would seek permission to share the Remuneration Committee's decision-making process in remunerating directors. There had been a 1.3% increase in directors' pay this year, the same percentage increase that had also been applied to other CSH colleagues' pay.

4.8 *Question 2: Why is there a lack of buildings and rooms to run services out of?*

RH acknowledged that there was limited space available for revised services. Some services were operating in constrained space. However, across the region, there were facilities that were under-utilised, hence an urgent review was required to ensure better use of buildings and rooms to give more space to services. CSH was funded for a limited amount of space, and it would cost money to increase the amount of space to run services. AF added that most of the buildings were owned by NHS Property Services which restricted CSH's ability to make significant changes.

4.9 *Question 3: Do we invest any of our reserves in the stock market? If we do, do we invest ethically, and can you reassure us that we don't invest in fossil fuel companies?*

CSH did not invest in stock market. The funds are kept as cash in the Company's current account which attracted little to no interest. RH did not discount the possibility of CSH looking into investments in the future and would ensure that such monies were invested ethically.

4.10 *Question 4: What have we done with our surplus? Why haven't we made any charitable donations for several years – isn't this part of being a social enterprise?*

RH replied that CSH have yet to make any surplus to make charitable donations. CSH made little to no surplus in the previous financial years. However, charitable donations would be deemed a policy matter for the Board. AF added that any little surplus from the previous years had been reinvested into the business to improve ICT systems and CSH properties at the discretion of the Board. The Board also have chosen to invest surpluses into colleagues with the extra day off in 2022.

4.11 AF asked if there were any other questions about the financial statements from the meeting. WF confirmed there were none in the chat box.

Jane Harrison joined the meeting at 12:55. All four of the Guardian Shareholders were present to vote on the following resolutions:

4.12 *Resolution 2: To receive and approve the financial statements of the Company for the year ending 31 March 2021 together with the reports of the Board of Directors and the Auditors on these statements*

4.13 AF asked the co-owners to vote on whether the financial statements for the Company for the year ending 31 March 2021 should be confirmed by the Guardian Shareholders or not.

Results: Yes = 92% No = 1%. Abstain: 6%

81 voters

4.14 AF then asked the Guardian Shareholders individually to vote, based on the results of the co-owner poll. The Guardian Shareholders **unanimously approved** the financial statements of the Company for the year ending 31 March

2021.

- 4.15 *Resolution 3: To reappoint BDO LLP as auditors of the Company until the conclusion of the next General Meeting of the Company at which accounts are laid before the co-owners*
- 4.16 AF asked the co-owners to vote on whether the appointment of BDO LLP as the Company's auditors should be confirmed by the Guardian Shareholders or not.  
Results: Yes = 96% No = 0 Abstain: 3%  
82 voters
- 4.17 AF then asked the Guardian Shareholders individually to vote, based on the results of the co-owner poll. The Guardian Shareholders **unanimously approved** the re-appointment of BDO LLP as auditors of the Company until the end of the next General Meeting of the Company at which accounts are laid before the co-owners.
- 4.18 *Resolution 4: To authorise the Board of Directors to determine the remuneration of the auditors, BDO LLP*
- 4.19 AF asked the co-owners to vote on whether the Guardian Shareholders should authorise the Board of Directors to determine the remuneration of the auditors, BDO LLP, or not.  
Results: Yes = 93% No = 1% Abstain: 6%  
83 voters
- 4.20 AF then asked the Guardian Shareholders individually to vote, based on the results of the co-owner poll. The Guardian Shareholders **unanimously approved** that the Board of Directors should determine the remuneration of the Company's auditors, BDO LLP.
- 4.21 AF declared that all resolutions have been passed and the formal part of the AGM concluded. He thanked all those present for their votes, and especially to the Digital team for setting up the polls through MS Teams.
- 5. Video show reel**
- 5.1 A short video was shared with the meeting highlighting the work which had taken place over the last few months. AF then thanked all those involved with putting together the film covering the vast array of CSH services and all the colleagues who had participated in the video.
- 6. CSH Chair**
- 6.1 AF extended his appreciation to all CSH colleagues throughout the business, acknowledging their contributions. He informed the meeting that the Health and Care Bill, once legislated, would introduce an integrated care system with an Integrated Care Board and Integrated Partnership Boards with the local

authorities. The Chief Executive for Surrey Heartlands Integrated Care Board would be Dr Claire Fuller and Ian Smith had been appointed the Chair of the Integrated Care Board.

- 6.2 SF and AF had been in conversation with Ian Smith who had visited CSH and noted CSH's strong track record in collaborative work. Children's services had been a highly successful collaborative work with Surrey & Borders Partnership Trust and First Community. AF also mentioned the on-going collaboration between CSH Adult Services and the Northwest Surrey Alliance which had resulted in better quality of patient care.
- 6.3 AF assured the meeting that the Integrated Care Board aimed to promote further collaborations within Surrey for higher quality of patient care and CSH would no longer be deemed as a competitor nor be limited to just being a contractor. He also stressed the importance of maintaining CSH's current strong standing in the region and with the integrated care board to be commissioned for future work.
- 6.4 The Prime Minister's (PM) recent announcement and targets to offer booster jabs would mean CSH would be faced with a huge task ahead in 2022 to meet the surge of demand since the announcement was made. AF expressed his confidence in the CSH colleagues' ability to reach this mass vaccinations targets at Sandown.
- 6.5 AF paid tribute to Kim Lowe who would be stepping down at the end of December 2021 from the CSH Board. KL who was the employee representative to the Board had brought a wealth of knowledge in employee ownership from John Lewis to support JD and The Voice during her time at CSH. AF welcomed and thanked PL who would be taking on the role of employee representative to the Board after KL's departure.
- 6.6 The Board took a moment during the meeting to remember a CSH colleague from the rapid response team named Anthea Carston who passed away in November 2021. On behalf of the Board, AF expressed their condolences to her family, friends and colleagues who had worked with her.

## **7. Chief Executive – focus for next year**

- 7.1 SF applauded the CSH team at Epsom Downs and Sandown mass vaccination facilities. They were working tirelessly to reach government targets in vaccinating the different age categories. He noted how well CSH colleagues coped with the various vaccination issues brought by each group of people as the age band at Epsom and Sandown changed.
- 7.2 CSH's various areas of business had recorded growth and SF believed such growth would continue in 2022.
- 7.3 SF explained that there were some issues since the inception of CSH and Surrey Downs Health & Care. Earlier this year, HMRC had informed CSH that the secondment of colleagues from CSH to SDHC would be subject to VAT. CSH had tried to appeal and provided other alternatives; unfortunately, none of

which met HMRC's criteria.

- 7.4 The VAT bill would amount to £2million since the inception of the contract. The Board had to make a tough decision whether to charge £1m per annum to SDHC which could only come out of patient care to cover the VAT cost or to allow a TUPE transfer of the CSH colleagues that were seconded to Epsom & St Helier University Hospitals Trust. The same colleagues would then be re-assigned back to Surrey Downs Health & Care in this manner and the ongoing VAT charge could be avoided all together.
- 7.5 This VAT issues had meant a third of CSH's workforce from Surrey Downs Team and about 184 colleagues who were founding members of CSH since 2006 were TUPE-transferred to Epsom & St Helier University Hospitals Trust on 1 September 2021. These changes meant that CSH would remain as a partner to Surrey Downs Health and Care and SF continued to be a director on the Board.
- 7.6 SF was pleased that the Sandown mass vaccination center had been re-opened to support the booster programme, and had carried out over 30,000 jabs since September 2021.
- 7.7 At the same time as the Covid booster vaccinations, the CSH immunisation team also had to step up to the surge of demand for flu vaccination. SF acknowledge that the team was put under immense pressure and applauded their efforts in responding so quickly and delivering the required services efficiently to meet that demand.
- 7.8 SF noted there were many vacancies in CSH and assured those present that the CSH People Team were doing their best to fill vacancies, as they were aware of the problems this was causing in service delivery and colleague wellbeing. SF appealed for colleagues to refer people they know to CSH to take up these vacancies.
- 7.9 SF informed the meeting that there had been changes in the Executive Team. EC had been seconded from the CCG to be the Interim Director of Nursing & Quality whilst Denise Thiruchelvam was on maternity leave. SF was pleased that EC had further enhanced CSH's reputation since she started. Sandra Pycock would take over the role of Director of Children & Family Service as HC would be retiring soon. SF also introduced RH who joined in September 2021 to fill the vacancy of a new Director of Finance role which combined the two previous roles of Chief Finance Officer and Deputy CFO.
- 7.10 For the period of 2021/22, SF reiterated that CSH was meeting the budget and had met the targets set. SF was confident that CSH would breakeven and was on target. SF applauded KW's effort in winning a bid for digital funding from the NHS totaling £2.4 million which would be invested into CSH frontline technology systems. SF explained that this funding was not usually available to social enterprises therefore was very pleased that CSH received such capital funding for the first time. CSH would be equipping all frontline CSH colleagues with

tablets by the first quarter of 2022.

- 7.11 SF also wanted to acknowledge the challenges for the CSH's enabling teams. He thanked them for continuing to ensure the CSH frontline teams were well supported during this time.
- 7.12 The contract with Children and Family Health Surrey had been renewed for another year. For Adult Services, ST and her team have highlighted a shortage in funding in North West Surrey and all the parties involved the North West Surrey Alliance were gathering resources to improve services and meet the demand in the area.
- 7.13 SF assured the meeting that CSH will remain an employee-owned organisation, even though the founding members of CSH have moved on due to the Surrey Downs Health and Care transfer. He thanked colleagues' willingness in engaging with survey on employee ownership. SF reminded the meeting that The Voice remains the right platform for colleagues to be involved in the early stages of the business's decision making. The Voice would be given more emphasis moving forward. He looked forward to having more colleagues who were interested in employee ownership to be involved with The Voice.

## **8. Chair of The Voice – report**

- 8.1 JD informed the meeting that the last eight months had been a time of engaging colleagues in how to change The Voice to make it more effective.
- 8.2 The key changes to The Voice in 2022:
- SF would be attending every Voice monthly meeting, and AF would be attending The Voice bi-monthly, to provide a business brief and update to CSH colleagues and listen to The Voice and colleagues' views. Other directors from the CSH Board would be in attendance according to The Voice's agendas.
  - JD assured the meeting that The Voice would be disseminating CSH business information from these meetings effectively to reach wider range of CSH colleagues.
  - Rewards and Recognition – The Voice would be working closely with SF and LR to re-structure and form an independent selection process for colleagues' reward and recognition.
- 8.3 JD encouraged CSH colleagues to join The Voice in 2022 because their involvement was needed to make this platform a success and to hold the CSH Board and Executives to account on key matters such as climate change, social and ethical issues, wellbeing, and how to improve CSH as a business.
- 8.4 JD thanked CSH colleagues who were stepping down from being Voice representatives and welcomed the new representatives who had volunteered to come onboard The Voice. JD also welcomed the opportunity to work with PL, the new Board representative to The Voice.



## **9. Director of Nursing & Quality – report**

- 9.1 EC highlighted that there had been greater emphasis on safety and quality. NHS had issued more guidance on infection prevention and control and safe use of personal protective equipment. EC applauded CSH colleagues' effort in supporting the care homes to keep the most vulnerable citizens safe.
- 9.2 EC noted that there had been a huge rise in demand for CSH services. The exponential increase on the waiting list had been managed well by colleagues. EC was assured the CSH team would continue to speed up patient access to appointments, to assess the risk of the patient who were on the waiting list and to suggest alternative support in the meantime.
- 9.3 EC was encouraged that colleagues were working well with all the partnerships and the integrated care system (ICS). EC would also be working with CSH partners to bring together the guidance issued by the National Quality Board and NHS England which provide the principles and framework to strengthen quality across CSH services. The ICS across Surrey Heartlands would be using these principles to develop an overarching picture of quality. EC emphasised that CSH colleagues will continue adhering to the local quality governance framework to evidence the high quality of care and safe services provided to Surrey residents.
- 9.4 EC had been working on refreshing CSH's Quality Strategy to reflect changes from the Health and Care Bill and local partnerships, incorporating the values that were unique to CSH. EC would be reaching out to CSH colleagues through The Voice to get their views and feedback on the Quality Strategy as well.
- 9.5 EC and her team would be collating the Quality Account of the year and issued an invitation to all CSH colleagues to contribute to what the quality priorities should be for the year. Colleagues' feedback should be sent to the Quality inbox and would be used to shape and develop CSH's quality priorities.
- 9.6 The National Patient Safety Strategy had been rolled out across the ICS and more work was needed to ensure patients were empowered to look after their own safety and feel confident to speak up. The CSH Professional Congress would be relaunched to gather professionals from across CSH to give their views on best practice.
- 9.7 EC was pleased to announce Nurses Day on 12 May 2022 to celebrate nurses and the wider profession across CSH and its partners. CSH colleagues' views and input on how to celebrate this occasion would be welcomed.

## **10. Director of People – report**

- 10.1 LR thanked the CSH colleagues for their tireless effort in 2021 and praised them for their endurance and resilience. She reiterated the Board emphasis on the health and well-being of CSH colleagues.
- 10.2 LR promoted the current health and wellbeing resources available via MyCSH to CSH colleagues. LR was pleased announce new services available, such as the

Occupational Health (OH) support from Epsom and St Helier University Hospital Trust who would be providing an enhanced service. The OH team would also be able to refer CSH colleagues for therapies and face-to-face counselling through the Employee Assistance Programme (EAP) from the CSH benefits provider. General information and resources on mental wellbeing and support were made available through these programmes as well as local, service and team-level programmes. CSH had also created a team of mental health first aiders. CSH PDRs and appraisals have included mental health and wellbeing conversation to engage colleagues on this topic.

10.3 In 2022, the CSH People team would continue to place emphasis to look after the emotional and physical wellbeing of CSH colleagues in line the CSH People Strategy and NHS People Strategy as well. The CSH People Team would be ensuring that all these resources for health and well-being would be widely known and accessible to all CSH colleagues.

10.4 LR was working toward creating a health and wellbeing culture within CSH. This would recognise that many other factors played a role in CSH's ability to provide high-quality patient care. Welfare depended not only on personal health and wellbeing but also on the following factors:

- Relationships in the workplace
- Professional wellbeing support
- Data insights
- Work environment
- Type and style of management
- Fulfillment at work.

These would be the key areas that the 2022 Health and Wellbeing Plan would be focused on.

10.5 In Q1 of 2022, CSH would be completing the seasonal influenza programme amongst CSH colleagues. There would be two new recruits to establish the CSH health and wellbeing team who will focus on promoting colleagues' health and wellbeing by April 2022.

10.6 By Q2 of 2022, CSH would establish a health and wellbeing network that will be linked in with The Voice. In collaboration with The Voice, the CSH People Team would establish a new values and behaviours' framework, aligning with CSH CARE values. Furthermore, the CSH People Team would be launching an enhanced benefit offer for colleagues which would fit into The Voice's rewards and recognition programme.

10.7 LR reported on the progress on the inclusion agenda. An Equality Impact Group has been formed to put together an action plan to make sure that all colleagues feel included and accepted. CSH Board and Executive would be signing a charter to ensure equality in the race, disability and LGBTQ. There was training provided to ensure equality and inclusion were evident in the way CSH recruits

and in the CSH recruitment plans. CSH People would be recruiting colleagues to be Equality Allies locally. There has been a further review in dispute resolution to help employee relation case management to ensure that managers were empowered with the right training to resolve issues locally without having to go through a formal process. LR highlighted that exit interview reporting has been re-introduced and the CSH People Team would continue reporting on matters pertaining to equality and gender pay gap.

11. AF advised that some questions had been received in advance of the meeting and would be happy to take online questions later.
- 11.1 *Question 5: With the limited spaces for training with 2m social distancing, will the executive team provide additional funding for large spaces across the CSH patch to be used for colleagues to be trained? Spending £12-£15 to park at Victoria Car park, x8 participants and x2 presenters we must be able to spend that money of a hall hire for two days maybe?*
- 11.2 LR thanked the colleague for their question, noting that the team would be happy to get colleagues' feedback on how best to conduct training in 2022 within the social distancing guidelines and restrictions.
- 11.3 *Question 6: I am not vaccinated, and I work for CSH. Am I still valued as an employee? I have not told anyone out of fear that my difference in opinion will be challenge and my job questioned.*
- 11.4 LR replied that the Health and Social Care Act stipulates that anyone who carries out CQC-regulated activity will now have a requirement to be double vaccinated from April 2022. Using the guideline provided by the CQC, CSH would look at this matter on a case-to-case basis on how best to redeploy colleagues whose role would be affected by this new regulation. LR reiterated that all CSH employees are valued equally, and CSH would need to be compliant with this regulation. LR encouraged the colleague to come forward for a one-to-one discussion.
- 11.5 *Question 7: As a person of colour, what plans does CSH Surrey have for 2022 regarding equality & diversity?*
- 11.6 LR assure the meeting that CSH prioritises equality and diversity. The inclusion agenda that she shared earlier would be making changes, and colleagues with protected characteristics should see the impact of the action plan laid out by the Equality Impact Group.
- 11.7 *Question 8: It is great that CSH would be making a green plan in line with the greener NHS strategy. By what date can we expect to have this plan published? At the last AGM, the director of finance said we'd hear more about green plans soon – what's been done so far? Why do other community providers already have green plans and are taking lots of action to reduce carbon emissions, but we don't?*
- 11.8 SF assured the meeting that CSH had reduced its carbon emissions from its fleet

of vehicles by 10%. CSH also had reduced printing by 20% and have made changes to use only environmentally friendly products. SF had also changed his own vehicle into an electric car and would champion the green plan across the whole business in 2022. CSH colleagues who were interested to contribute should express their ideas through The Voice.

- 11.9 *Question 9: What is your plan to reduce paper and all the letters we send out? Why can't we do this digitally?*
- 11.10 KW assured the meeting that CSH would be rolling out SMS communication to patients about their appointments to reduce the amount of paper used. It had taken some time to change all CSH printers to default to print double-sided and only in black and white. In an effort to reduce printing, paper and postage cost, CSH has been sourcing an external provider to provide external mail services where CSH provides all external mail to them digitally and they would bulk print and mail at a reduced cost compared to Royal Mail.
- 11.11 *Question 10: Why senior staff do not feel it necessary to discuss/include changes to the daily working lives of its staff, make uninformed decision and fell it okay to ignore the actual people doing the job, who might have some positive input. Also why is CSH letting so may staff go without finding out why? It is not Covid-19, because most are going to other parts of the NHS?*
- 11.12 LR was keen to roll out the exit interview report to ensure CSH People Team would be able to understand why colleagues were leaving CSH. Furthermore, she appealed to colleagues to use all the available means to feedback and raise matters concerning daily working lives sooner, through their Voice representative, Equality Allies and the MyCSH app.
- 11.13 *Question 11: What was the outcome/suggestion of the external report into CSH's employee-owned status?*
- 11.14 SF assured the meeting that the CSH Board and The Voice would be circulating the result of that survey and would be implementing changes to promote CSH active employee engagement with the CSH Board and Executive to further the business.
- 11.15 *Question 12: Could we have specific infection prevention control guidelines for community visits to ensure staff feel valued?*
- 11.16 EC responded that much work been put into adapting the national guidelines into the local context in CSH services based on scientific evidence and best practices. However, EC welcomed any suggestions to make such guidelines more community friendly and invited further dialogue with colleagues to make further improvements.
- 12.** AF asked whether there were any other questions from those present at the meeting for the CSH Board and Executive.
- 12.1 WF took the opportunity to introduce to the meeting Chantelle Hall from L&D who

was the new CSH Freedom to Speak Up Guardian.

12.2 A question whether the Blink and MyCSH app was the same platform. WF confirmed it was and the app design had letterings that could not be removed because MyCSH app was provided by the company named Blink. WF added that colleagues had requested for the app to be named MyCSH hence this name would be used whenever referring to the app.

**13. Closing remarks from the CSH Chair**

13.1 AF thanked everyone for making the time to be part of this meeting. He placed a final closing appeal for colleagues to make CSH truly an employee-owned business by signing up to be a Voice representative and actively participating in The Voice meetings. He and SF look forward to seeing them at The Voice meetings in 2022.

There being no other items of business, AF closed the meeting at 14:30.

Signed: .....

Date: .....

Chair of the Board