

**CONFIRMED MINUTES OF THE MEETING OF THE COUNCIL OF GOVERNORS  
MINUTES, ACTIONS & DECISIONS**

<b>Date</b>	Thursday 17 January 2019	<b>Time</b>	3.30pm – 5.30pm
<b>Venue</b>	Conference Room, Field House, Bradford Royal Infirmary	<b>Chair</b>	Professor Bill McCarthy, Chairman
<b>Present</b>	<ul style="list-style-type: none"> <li>- Professor Bill McCarthy (BM), Chairman</li> <li>- Professor Marina Bloj (MB), Partner Governor</li> <li>- Mr Alan Edmonds (AE), Public Governor, Bradford West</li> <li>- Mr Alan English (AEn), Public Governor, Bradford South</li> <li>- Ms Pauline Garnett (PG) Staff Governor, Nursing and Midwifery</li> <li>- Ms Stella Hall (SH), Public Governor, Bradford East</li> <li>- Cllr Tariq Hussain, Partner Governor, Bradford Metropolitan District Council</li> <li>- Ms Wendy McQuillan (WMc), Public Governor, Keighley</li> <li>- Ms Hilary Meeghan (HM), Public Governor Bradford South</li> <li>- Dr Sulleman Moreea, Staff Governor Medical and Dental</li> <li>- Ms Marion Olonade-Taiwo, Public Governor Keighley</li> <li>- Ms Jenny Scott (JS), Public Governor, Bradford West</li> <li>- Ms Hardev Sohal (HS), Patient Governor, Out of Bradford</li> <li>- Ms Katherine Wright (KW), Staff Governor, Allied Health Professionals &amp; Scientists</li> </ul> <p><i>Under Standing Orders, the meeting was quorate with at least ten Governors in attendance including at least five Public / Patient Governors</i></p>		
<b>In attendance</b>	<ul style="list-style-type: none"> <li>- Mr Amjad Pervez (AP), Non-Executive Director</li> <li>- Ms Trudy Feaster-Gee (TF-G), Non-Executive Director</li> <li>- Mr Jon Prashar (JP), Non-Executive Director</li> <li>- Professor Laura Stroud (LS), Non-Executive Director</li> <li>- Mr Barrie Senior (BS), Non-Executive Director</li> <li>- Ms Selina Ullah (SU), Non-Executive Director</li> <li>- Dr Trevor Higgins (THi), Non-Executive Director</li>   <li>- Professor Clive Kay (CLK), Chief Executive</li> <li>- Mr Matthew Horner (MH), Director of Finance</li> <li>- Dr Bryan Gill (BG), Chief Medical Officer</li> <li>- Ms Karen Dawber (KD), Chief Nurse</li> <li>- Ms Sandra Shannon (SES), Chief Operating Officer</li> <li>- Ms Pat Campbell (PC), Director of Human Resources</li> <li>- Ms Cindy Fedell (CF), Chief Digital and Information Officer</li> <li>- Ms Tanya Claridge (TC), Director of Governance and Corporate Affairs</li> <li>- Ms Jacqui Maurice (JM), Head of Corporate Governance [Minutes]</li> </ul>		

No.	Agenda Item	Action
<b>CGo.1.19.1</b>	<p><b>Apologies for Absence</b></p> <p>The following apologies were noted.</p> <ul style="list-style-type: none"> <li>- Mr David Wilmshurst, Public Governor, Shipley</li> <li>- Mr Michael Parry, Public Governor, Bradford</li> <li>- Ms Ruth Wood, Staff Governor, All other staff groups.</li> </ul> <p><i>BM welcomed Mr Alan Edmonds to the meeting following his success in the recent Governor election held in the Bradford West Membership Constituency.</i></p>	

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CGo.1.19.2	<p><b>Declarations of Interest</b> One interest was declared by BM with regard to CGo.1.19.10 Chairman's Appraisal Process. It was agreed that MB would Chair the meeting for this item. There were no other interests declared.</p>	
CGo.1.19.3	<p><b>Minutes of the Meeting held on 16 October 2018</b> Mr Nick Raynor (NR), Senior Manager, Audit &amp; Risk Advisory, Deloitte LLP to be added as 'in attendance' for agenda item, CGo.10.18.5: 2017/18 External Audit – Deloitte LLP. Subject to this amendment the minutes were approved as an accurate record.</p>	
CGo.1.19.4	<p><b>Matters Arising</b> The Council of Governors noted the following with regard to the action log.</p> <ul style="list-style-type: none"> <li>- <u>CGo.10.18.3: Minutes of the Meeting held on 16 October 2018.</u> Minutes amended as required. This action was now concluded.</li> <li>- <u>CGo.7.18.3: Reporting from Committees:</u> There were a number of actions now combined into one which related to refining the Committee Chair reports in order to reflect more clearly where NEDs have provided challenge and the actions agreed to support improvements. DWi and MB had met with TC and JM in December 2018 to discuss progressing the reports. Agenda item CGo.1.19.15 Assurance the Way Forward: Future reporting from the Board Committees, would seek to pin down the key reporting to be delivered in April 2019.</li> <li>- <u>CGo.4.19.7: Special Governor Briefings.</u> Update to be provided to Governors regarding developments pertaining to the Alternative Delivery Model (the Wholly Owned Subsidiary also known as the WOS). The session date would be provided.</li> <li>- <u>CGo.10.18.8: Outcomes from 'Quarterly meeting with the Vice-Chair and Lead Governor'.</u> Development of an annual programme for Governors covering specific subject areas. The annual programme was in development.</li> </ul>	
CGo.1.19.5	<p><b>Chairman's Report</b> BM asked that the Governors note the report, in particular the items covering;</p> <ul style="list-style-type: none"> <li>- Board Committee / Board Review Outcomes</li> <li>- Governor Elections</li> <li>- Appointment of Ms Selina Ullah as Senior Independent Director</li> <li>- The impending review of the Performance of the Council of Governors</li> </ul> <p>The Governors noted the content of the report</p>	
CGo.1.19.6	<p><b>Council of Governors Terms of Reference Review</b> TC presented the Terms of Reference. The Governors confirmed that no changes were required and they were approved.</p>	
CGo.1.19.7	<p><b>Governors Nominations and Remuneration Committee Terms of Reference Review</b> TC presented the Terms of Reference. The Governors confirmed that no changes were required and they were approved.</p>	
CGo.1.19.8	<p><b>NRC Membership</b> The Council of Governors noted the contents of the document relating to the search for a Governor to join the Nominations and Remuneration Committee to replace Professor Marina Bloj following the end of her term of office on 31</p>	

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	<p>March 2019.</p> <p>JM referred the Governors to the proposed process, as detailed in the paper, for the appointment of the NRC member. The process was approved. Governors noted that self-nominations were required to be received by the Head of Corporate Governance by 11 February 2019.</p>	Governors
<p><b>CGo.1.19.9</b></p>	<p><b>Governors Nominations and Remuneration Committee (NRC) Report</b>            MB asked the Governors to note the items considered at the last NRC Committee meeting held 7 December 2018. She advised that a number of the items were covered in more detail on the agenda as stand-alone items for approval by the Council of Governors.</p> <p>MB drew specific attention to section 2.6 and asked the Governors to be aware that the timing for the NED appointment process had been extended to include the Chair appointment.</p> <p>The Council of Governors noted the report.</p>	
<p><b>CGo.1.19.10</b></p>	<p><b>Chairman's Appraisal Process 2018</b>            BM left the room due to the conflict identified under agenda item CGo.1.19.2. MB assumed the Chair and invited SU to present her report.</p> <p>SU advised that Pauline Vickers, former Senior Independent Director, had undertaken the appraisal of the Chairman in line with the process approved by the Council of Governors in April 2018. The report documented the outcomes from the appraisal and was presented to the NRC for review on 7 December 2018. As noted in the report, feedback was received from the Governors, the NEDs and the Executive Directors, as well as key external stakeholders. SU stated that BM had met his objectives and asked the Governors to note that the feedback from all consulted was positive.</p> <p>SU requested any thoughts or suggestions on how the process could be improved in the future. Whilst the Governors confirmed that they were content with the process at the present time it was noted that the process would be subject to review by the NRC. A formal proposal regarding the appraisal process for both NEDs and the Chair would be presented to Governors for approval in April 2019.</p> <p>The Council of Governors received the report and confirmed that they were satisfied with the outcome. MB thanked SU. BM re-joined the meeting and resumed Chairing.</p>	
<p><b>CGo.1.19.11</b></p>	<p><b>Quality Report 2018/19: Locally selected Indicator</b>            MO-T presented the report to the Governors from the Task and Finish Group that had been established following the Council of Governors meeting on 16 October. The Governors noted that the membership of the group also included Hillary Meeghan and Jenny Scott.</p> <p>As detailed in the paper, the group met with the Foundation Trust's Head of Performance in early January 2019 to discuss the indicators suitable for audit. At this session, the group also considered the guidance which had recently been published by the regulator NHS Improvement (NHSI). MO-T stated that NHSI have, within their guidance, 'strongly recommended' that Governors select</p>	

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	<p>the 'Summary Hospital –level Mortality Indicator as the local indicator for 2018/19'.</p> <p>MO-T reported that the group did discuss this at length with the Head of Performance, in particular with regard to the learning that could come from the External Auditors report on this indicator. MO-T further advised that whilst the guidance provided by NHSI suggested that Governors could also choose an additional indicator the group discounted this option as it recognised that this would incur additional costs. Mo-T stated that the task and finish group would like to recommend that the Council of Governors selects the <i>Summary Hospital-level Mortality Indicator (SHMI)</i> as the local indicator for 2018/19.</p> <p>The Council of Governors approved the recommendation.</p> <p>MO-T stated that there was an additional recommendation that the group would like to make related to the discussions held with regard to the indicators and how they are used to support quality improvements. The group would like to recommend to the Board of Directors that two showcase sessions are scheduled during 2019/20 for Governors, members and the public covering;</p> <ul style="list-style-type: none"> <li>- The Maternity Indicators and the Quality work that has taken place to support improvements in that area and,</li> <li>- A session showing how, following the implementation of the Electronic Patient Record, data collection has been improved and is benefiting Patient Care.</li> </ul> <p>The Governors approved the recommendation to be presented to the Board of Directors.</p> <p>BM thanked Mo-T, HM and JS for the work that they had undertaken to develop the recommendations presented and for the comprehensive report.</p>	<p>Head of Corporate Governance</p>
<b>CGo.1.19.12</b>	<p><b>Chief Executive's Report</b></p> <p>CLK asked that, in the main, his report be taken as read. The Council of Governors discussed and noted the following key items;</p> <ul style="list-style-type: none"> <li>- Farewell to Professor Bill McCarthy whose term officially ended on 31 January 2019.</li> <li>- Update provided on the waste disposal issues including the successful arrangements put in place and led by TC with regard to the handling of Clinical Waste.</li> <li>- The implementation programme for the GE led Command Centre.</li> <li>- Work undertaken to raise the profile of the Trust leading to an increase in the number of VIP visitors including a visit from Ian Dalton, NHSI CEO who was keen to know more on how BTHFT is expanding our virtual services.</li> <li>- New Consultant appointments made and, in particular, the high calibre of those appointments.</li> <li>- The success of the employee and team of the month awards and the Governor involvement within those sessions.</li> <li>- The plans in place at BTHFT with regard to BREXIT and the good position the Trust was in with regard to its preparedness.</li> </ul> <p>BM thanked CLK for the report.</p>	
<b>CGo.1.19.13</b>	<b>NHS Long Term Plan</b>	

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	<p>JH advised that the new NHS Long Term Plan had been published in the previously week. He delivered a comprehensive presentation which covered the key headlines from the plan, the finance available and, the expectations around the delivery of the plans ambitions which include:</p> <ul style="list-style-type: none"> <li>- Doing things differently</li> <li>- Tackling prevention and health inequalities</li> <li>- Plans to increase the NHS workforce</li> <li>- Better use of data and digital technology</li> </ul> <p>JH touched upon what the plan might mean for Bradford with regard to funding and collaborative working, changes to our Hospital Services, and to CCGs and the focus on Integration. The Governors discussed with JH the;</p> <ul style="list-style-type: none"> <li>- reform of the payment system</li> <li>- workforce challenge with focus on the NHS but little about social care</li> <li>- need to think about the whole health economy and the whole population and as such the key conversations required with commissioners to ensure that there is a recognition of the complexity of the work undertaken by the Trust</li> <li>- and, the need to continue to work to develop Integrated care systems</li> </ul> <p>BM thanked JH for the comprehensive and useful presentation. The Council of Governors agreed that a session should be scheduled to provide a more in-depth discussion with regard to the plan and how it relates to Bradford and the partnership work being undertaken.</p>	<p>Director of Strategy &amp; Integration</p>
<p><b>CGo.1.19.14</b></p>	<p><b>2019/20 Operational Planning</b></p> <p>MH circulated a short paper which referred to the operational planning and contracting guidance recently issued by NHS England and NHS Improvement. He drew particular attention to the summary provided of the planning process to be undertaken by BTHFT to develop the 2019/20 operational plan. The Governors noted the system planning requirements and how organisations would be working together to produce and combine place-based plans into a coherent system-level operating plan for West Yorkshire for 2019/20.</p> <p>MH discussed with the Governors the proposed changes to how finances were expected to flow through the system with the aim of supporting Trusts getting into balance by 2020/21. MH explained that this will then have an impact on how the current negotiations will take place and may bring opportunities to think jointly about how to stabilise the system and work together to come up with innovative solutions.</p> <p>BM commented on the strong focus being placed on working towards a collaborative settlement for Bradford and the district. MH asked the Governors to note the timetable included within the document for the development of a joint plan.</p> <p>MB had noted that Social Care had not been factored into any of the planning. BM advised that Local Government had not yet had their settlement and asked the Governors to note that there were concerns (from the centre) about this risk, given the impact the Local Government settlement could have on the NHS budget.</p> <p>AE referred to the timetable and queried if the 31 March for the contract sign off was achievable. MH confirmed that it was stating that the Trust was aiming for 21 March 2019.</p>	

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	<p>BM thanked MH and requested that an additional session be scheduled for the Governors to discuss the planned Operational Plan once more detail prior to its sign off and submission to NHSI.</p>	<p>Director of Finance</p>
<p><b>CGo.1.19.15</b></p>	<p><b>Assurance the Way Forward: Future reporting from the Board Committees</b></p> <p>TC informed the Governors that during the last 18 months a great deal of work had gone into strengthening what is meant by assurance and what this would look like, with both the Board of Directors and through the Board Committees. This included reference to the many different ways and types of assurance that could be sought by the Board and Committees to support them in the delivery of their terms of reference. This journey has informed how the Board and Committees are now being managed and informed the flow of papers through those Committees. The key question now was what the Council of Governors should be presented with, in terms of reporting from the Committee that makes sense and makes the Governors feel assured and confident.</p> <p>TC, went through the presentation in detail and covered</p> <ul style="list-style-type: none"> <li>- the work to optimise the assurance that underpins the Trust's annual governance statement</li> <li>- articulating with the Board a virtuous cycle of assurance and what this would look like</li> <li>- working to understand the risk appetite of the Trust which is 'the amount and type of risk that an organisation is willing to take in order to meet their strategic objectives'.</li> <li>- the detailed discussions held with the Board 18 months ago to understand and articulate the risk appetite which supported a detailed understanding of what the risks were in relation to the Trusts strategic objectives.</li> <li>- The Board Assurance Framework (BAF) which all Trusts are required to have and which provides in one place all the relevant information about risk enabling the Board to manage risk and understand assurance whilst maintaining quality and safety.</li> </ul> <p>TC explained the controls in place to manage risks and the continual assessment of the effectiveness of those controls through the BAF adding that all papers produced for Board and Committee now include reference to the BAF.</p> <p>TC stated that she thought that it would be of benefit to Governors to have a report that covers these areas to provide Governors with a certain amount of assurance that the Board and Committees are responding to the delivery of our Strategic Objectives.</p> <p>BM suggested that it would be useful for the reports to be delivered and then reviewed over six month period. During that time it would be good for a small group to be convened to review the reporting and see how this is working. WM stated that the Governors do need assurance that the NEDs are delivering on their roles to hold the EDs to account and, she would appreciate some more explanatory information on the risk assessment graph and what this meant.</p> <p>TC stated that sessions are routinely run for staff and Governors would be invited to attend the next one when this area would be covered.</p>	<p>Director of Governance and Corporate Affairs</p>

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	<p>AEn stated that at times less is more and so he would support a short and succinct report that provided the confidence needed.</p> <p>BM thanked TC for the report.</p>	
<b>CGo.1.19.16</b>	<p><b>Report from the Chair of the Workforce Committee</b></p> <p>BM referred to discussions held in the Joint session with the NEDs and asked if Governors had any additional questions to raise with the Committee Chair. THu referenced the sickness targets which had not been met. SU reported that the Committee had held in depth discussions regarding the target. The exception report received by the committee did highlight a number of initiatives in place to address. PC stated that the Trust was currently reviewing the targets for 2019/20 and looking at the current NHS sickness rates within the acute sector which will be used as a baseline against the Trusts sickness run rates to help set the targets.</p> <p>PG referred to initiatives in place for hot spots where there may be unhealthy work practices. SU stated that the Head of Organisational development had delivered a presentation to the committee which had a focus on how they were targeting those hot spots, and looking at a range of initiatives to address the whole picture through the provision of additional support and an emphasis on the values of the organisation. PC added that information was being triangulated from a range of areas which helped to identify those hotspots and acting quickly.</p> <p>BM thanked SU for the report.</p>	
<b>CGo.1.19.17</b>	<p><b>Report from the Chair of the Finance and Performance Committee</b></p> <p>THi asked the governors to note the highlights from the report reflected the focus of the Committee on the Bradford Improvement Programme (BiP) efficiencies. The Committee did have concerns regarding the forecast delivery. MH stated that close scrutiny was being placed on the programme and the governance framework which had been put in place to manage the efficiencies. In recent months Divisions had been challenged to deliver their targets and the Executive had put in more measures to help achieve targets. Through the BiP the focus had been on longer term sustainable opportunities and now they were looking at how to integrate the Model Hospital information to support the delivery of those efficiencies.</p> <p>The Governors noted the report.</p>	
<b>CGo.1.19.18</b>	<p><b>Report from the Chair of the Quality Committee</b></p> <p>LS asked that the report should in the main be taken as read. There was one key item that she would like the Governors to note which concerned the Trust's JAG Accreditation which was escalated to the Quality Committee from the Finance and Performance Committee - for the Quality Committee to consider in line with its remit (ensuring patient safety). LS invited SES to provide the background information.</p> <p>SES reported that some time ago issues had arisen with regard to complications experienced when implementing EPR and its configuration with</p>	

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	<p>the current endoscopy system which led to a slowdown in the bookings for clinics and the creation of a long wait list. SES explained that JAG works on a set of standards for patients and if the organisation fails to meet those standards in any period of time then it can lose the JAG accreditation which is the mark of best practice. SES advised that during the annual review JAG were content that all its measures were being met except for the size of the waiting list. Whilst the review team understood the exceptional circumstances they withdrew the JAG accreditation for a short period. The waiting list has now significantly reduced. The waiting list has been fully validated and the technical issues have been resolved. The staff are now seeing far in excess of the number of patients seen previously. Once the backlog is cleared and the Trust has sustained the position for three months at an acceptable level, JAG will return and reinstate the JAG status.</p> <p>LS stated that the Quality Committee had considered the read across from the F&amp;P Committee and considered the patient safety elements in line with their strategic objectives and wanted to present this in particular to Governors as an example of the assurances sought by the Committee in relation to the issues presented regarding the potential risk to patient safety. AEn asked if the arising in relation to EPR had been fixed and fully addressed. CF confirmed that they had.</p> <p>BM asked the Governors to note in particular the read across from the Committees as this was an important point. The Governors noted the report.</p>	
<b>CGo.1.19.19</b>	<p><b>Report from the Chair of the Major Projects Committee</b> The Governors noted the report from the Major Project Committee and were content to take this as read.</p>	
<b>CGo.1.19.20</b>	<p><b>Report from Chair of the Audit and Assurance Committee</b> BS asked the Governors to note in particular the section within the report covering the Provider to Provider Contracts Internal Audit Report. The Executive Lead would be reporting to the Audit and Assurance Committee to on the action is that are being taken in response.</p> <p>The Governors noted the report.</p>	
<b>CGo.1.19.21</b>	<p><b>Any Other Business</b></p> <p>BM also asked the Governors to note that this was the last Council of Governors meeting for Professor Marina Bloj. He stated that he would like to formally record the immense thanks of the Council of Governors and the Board of Directors to Professor Bloj for the significant contributions she has made during the last nine years.</p> <p>MB thanked BM. The meeting also noted that this was the last meeting for BM as Chair as his resignation would be effective from the end of January 2019. MB paid tribute to the leadership that BM had provided and the steadying influence had had on the Foundation Trust. She congratulated him on his new role as part of the senior leadership of the NHSI and NHSE.</p>	Chairman
<b>CGo.1.19.22</b>	<p><b>Date and time of next meeting</b> Thursday 18 April 2019, 3.30pm to 5.30pm, Conference Room, Field House,</p>	



No.	Agenda Item	Action
	BRI	
<b>CGo.1.19.23</b>	<b>Resolution to move into closed session</b> The Council of Governors agreed to move to closed session to discuss issues of a sensitive matter.	

**ACTION LOG: COUNCIL OF GOVERNORS MEETING HELD 16 OCTOBER 2018**

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
19/04/18	CGo.4.19.7	<p><b>Chairman's Report</b> Two briefings to be provided to Governors - one in relation to the Special Purpose Vehicle and the other in relation to Capacity and Estates planning in the long term. BM stated that these should be delivered in private session due to the related commercial considerations.</p>	Director of Finance / Director of Strategy and Integration	Council of Governors 18 April 2019	<ol style="list-style-type: none"> <li>1. SPV session scheduled for 19 July 2018.</li> <li>2. Session regarding Capacity and Estates provisionally scheduled for 14 September 2018. <i>Cancelled due to schedule conflict with NRC.</i></li> <li>3. Noted that briefing from Dir of Finance included reference to Capacity and Estates.</li> <li>4. Private briefing to be delivered to the Governors with regard to progress on the WOS.</li> <li>5. Session will be scheduled as part of the action below.</li> </ol> <p><u>Action concluded.</u></p>
17/01/19	CGo.1.19.8	<p><b>NRC Membership</b> Governors noted that self-nominations were required to be received by the Head of Corporate Governance by 11 February 2019.</p>	Governors	Council of Governors 18 April 2019	One self-nomination received from Mr Alan Edmonds who has been confirmed as member of the Nominations and Remuneration Committee from 1 April 2019. <u>Action concluded.</u>
17/01/19	CGo.1.19.13	<p><b>NHS Long Term Plan</b> Session should be scheduled to provide a more in-depth discussion with regard to the plan and how it relates to Bradford and the partnership work being undertaken.</p>	Director of Strategy & Integration	Council of Governors 18 April 2019	Session delivered 12 March. Very well attended. <u>Action concluded</u>
17/01/19	CGo.1.19.14	<p><b>2019/20 Operational Planning</b> Additional session be scheduled for the Governors to discuss the planned Operational Plan once more detail prior to its sign off and submission to NHSI.</p>	Director of Finance	Council of Governors 18 April 2019	Session delivered 12 March. Very well attended. <u>Action concluded</u>
16/10/18	CGo.10.18.8	<p><b>Chairman's Report: Outcomes from 'Quarterly meeting with the Vice-Chair and Lead Governor'</b> Session on 12 October included support for the development of an annual</p>	Head of Corporate Governance	Council of Governors 18 July 2019	Annual Programme being developed.  Update: Following approval of the

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
		<p>programme for Governors covering specific subject areas. The proposed areas to cover included:</p> <ul style="list-style-type: none"> <li>- New Models of Care</li> <li>- Long Term Workforce Strategy</li> <li>- Future Estates and Facilities plans</li> <li>- The Trusts Digital and Informatics Strategy</li> <li>- Future demands on Bradford Health Services</li> </ul>			<p>Membership Plan by the Board on the 7 March – the annual programme will be aligned with the programme developed as part of the programme for 2019/20. The programme will also include session on WOS – from action CGo.4.19.7</p>
17/01/19	CGo.1.19.11	<p><b>Quality Report 2018/19: Locally selected Indicator</b> Two showcase sessions to be scheduled during 2019/20 for Governors, members and the public covering;</p> <ul style="list-style-type: none"> <li>- The Maternity Indicators and the Quality work that has taken place to support improvements in that area and,</li> <li>- A session showing how, following the implementation of the Electronic Patient Record, data collection has been improved and is benefiting Patient Care.</li> </ul>	Head of Corporate Governance	Council of Governors 18 July 2019	To be considered as part of the Annual Programme to be developed under action CGo.10.18.8
17/01/19	CGo.1.19.15	<p><b>Assurance the Way Forward: Future reporting from the Board Committees</b> BM suggested that it would be useful for the reports to be delivered by TC and then reviewed over a six month period. During that time it would be good for a small group to review the reporting and see how this is working. TC stated that sessions are routinely run for staff and Governors would be invited to attend the next one when this area would be covered.</p>	Director of Governance and Corporate Affairs	Council of Governors 18 July 2019	Consultative Group to be identified and meeting dates to be confirmed.