

Confirmed Minutes - Council Of Governors Meeting

Date	Thursday 16 January 2020	Time	15:30 – 17:15
Venue	Listening for Life Centre, BRI	Chair	Dr Maxwell Mclean, chairman
Present	<ul style="list-style-type: none"> - Dr Maxwell Mclean, chairman - Mr Amit Bhagwat, public governor, rest of England and Wales - Mr Dermot Bolton, public governor, Bradford west - Mr Mark Chambers, patient governor - Mr Al Edmonds, public governor, Bradford west - Mr Alan English, public governor, Bradford south - Ms Pauline Garnett, staff governor, nursing and midwifery - Professor Alastair Goldman, partner governor, university of Bradford - Cllr Tariq Hussain, partner governor, Bradford metropolitan district council - Ms Wendy McQuillan, public governor, Keighley - Ms Hilary Meeghan, public governor, Bradford south - Dr David Robertshaw, public governor, Shipley - Mr Kursh Siddique, public governor, Bradford east - Ms Hardev Sohal, patient governor - Ms Ruth Wood, staff governor, all other staff groups - Mr David Wilmshurst, public governor, Shipley - Ms Helen Wilson, staff governor, allied health professionals and scientists 		
In attendance	<ul style="list-style-type: none"> - Ms Trudy Feaster-Gee, non-executive director - Mr Mohammed Hussain, non-executive director - Ms Julie Lawreniuk, non-executive director - Mr Jon Prashar, non-executive director - Professor Laura Stroud, non-executive director - Mr Barrie Senior, non-executive director - Ms Mel Pickup, chief executive - Mr John Holden, director of strategy and integration/deputy chief executive - Ms Sandra Shannon, chief operating officer/deputy chief executive - Ms Pat Campbell, director of human resources - Ms Karen Dawber, chief nurse - Mr Chris Smith, deputy director of finance (representing Mr Matthew Horner, director of finance) - Mr David Hollings, deputy chief digital & information officer/head of information technology (representing Ms Cindy Fedell, chief digital & information officer) - Ms Tanya Claridge, director of governance and corporate affairs - Ms Jacqui Maurice, head of corporate governance (minutes) 		

No.	Agenda Item	Actions
CGo.1.20.0	<p>Learning Matters: Learning Together Awards 2019</p> <p>Dr Maxwell Mclean, chairman, and Ms Mel Pickup, chief executive formally welcomed Mr Umran as a special guest to watch the presentation of the new learning together awards to five teams and individuals from across the trust. The council noted that the awards were themed around the care quality commission (CQC) domains of safe, effective, caring, responsive and well-led. A total of 47 nominations had been received with voting taking place at the world café events held at Bradford Royal Infirmary and St Luke's Hospital in December 2019. A total of 519 votes were cast by staff, board members, governors, patients and members of the public. The awards were presented to the winning teams and individuals by the</p>	

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	<p>chairman and chief executive in memory of Mr Umran's son, Aahil, who tragically died at Bradford Royal Infirmary three years ago. Mr Umran shared details of his family's experience and stated how the awards given in Aahil's name meant so much to him. The chairman emphasised that it was important for all to register the words spoken by Mr Umran and to recognise the immense courage it takes for people to tell their stories. The chairman added that these awards matter deeply as taking every opportunity to learn is of great importance particularly when motivated by the experiences such as those shared by Mr Umran. The chairman expressed his appreciation to Mr Umran and to the winners of the learning awards for their work and achievements. The chairman's appreciation was echoed by the governors and board members present, The chairman and chief executive thanked Mr Umran and the award winners for attending the ceremony. The ceremony concluded and Mr Umran and the award winners departed.</p>	
	<p>Chair's opening remarks The chairman highlighted the agenda items to be covered at the meeting and advised that Mr David Wilmshurst, vice-chair of the council of governors, would assume the chair for item 'CGo.1.20.10 Chair Appraisals Process 2019'. The chairman added that during the course of the meeting he would request comments from the chief nurse with regard to nurse staffing vacancy rates and, the director of HR to provide examples of the actions being taken with regard to BAME leadership candidates – in response to requests for this information from governors. The governors confirmed that there were no additional items for consideration under any other business.</p>	
<p>CGo.1.20.1</p>	<p>Apologies for Absence The following apologies were noted.</p> <ul style="list-style-type: none"> - Dr Andrew Clegg, partner governor, university of Leeds - Ms Marian Olonade-Taiwoo, public governor, Keighley - Ms Stella Hall, public governor, Bradford east 	
<p>CGo.1.20.2</p>	<p>Declarations of Interest The chairman's interest is recorded with regard to item 'CGo.1.20.10 Chair Appraisals Process 2019'. No other interests were declared.</p>	
<p>CGo.1.20.3</p>	<p>Minutes of the Meeting held on 17 October 2019 Subject to Cllr Tariq Hussein being added to the list of those present and, an amendment to 'CGo.10.19.5 Chair's report' to reflect that "a new election process would take place at the end of January 2020 (and not 2019 as stated), the minutes were approved as a correct record. Following a discussion with regard to the naming convention used within the minutes for both directors and governors, namely the use of initials, it was agreed that this would be reviewed to better support governors in more easily identifying the governor or director quoted within the minutes.</p>	<p>Head of corporate governance</p> <p>Head of corporate governance</p>
<p>CGo.1.20.4</p>	<p>Matters Arising The chairman referred to the action log appended to the minutes. The following updates were noted and/or agreed by the council.</p> <ul style="list-style-type: none"> - <u>CGo.7.19.14 Any other Business:</u> A stand-alone session on the Command Centre to be delivered by Ms Sandra Shannon, Chief Operating Officer, would be scheduled in February 2020. - <u>CGo.10.19.4 Matters arising: Governors Attending Board Committees</u> 	

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	<p>Protocols for governor attendance at committees had been circulated to governors. <u>Action concluded.</u></p> <ul style="list-style-type: none"> - <u>CGo.10.19.13 Any Other Business:</u> A stand-alone session on the NHS Long Term Strategy to be delivered by John Holden, Director of Strategy and Integration would be scheduled in February 2020. <p>In response to a request from Mr Amit Bhagwat, public governor, it was agreed that any slide decks associated with the stand-alone sessions would be circulated to governors in advance of the sessions where available. Mr Kursh Siddique, public governor, requested that governors share any questions they would want covering prior to the session scheduled covering 'end of life care' and the 'NHS long term strategy'.</p>	
<p>CGo.1.20.5</p>	<p>Chairperson's Report</p> <p>The chairman extended a warm welcome to Mr Amit Baghwat, Mr Dermot Bolton, Mr Mark Chambers and Ms Helen Wilson to this their first council of governors meeting. The chairman directed attention to the profile information presented within appendix 1 of his report and invited each of the new governors to introduce themselves to colleagues.</p> <p>Mr Mark Chambers, patient governor, described his longstanding history with Bradford, and his connections with the foundation trust as a service user. He drew attention to his past professional career in education and his current role as a portfolio worker. The council noted Mr Chambers strong history of volunteering and his keen interest in both the trust's strategic development and the everyday experience of all those associated with the trust.</p> <p>Ms Helen Wilson, staff governor, advised the council that she had worked as a pharmacist at the trust since 2012 and has been a practising pharmacist for over 10 years. The council noted that as a newly elected governor she was looking forward to the challenge, and the opportunity, to make a positive contribution on behalf of the allied health professionals and scientists staff group.</p> <p>Mr Amit Bhagwat, public governor, representing the 'rest of England and Wales' public shared details of his role in health informatics serving on the NHS data quality board; his experience with regard to governance through such areas as the chairing of a governor focus group on the Keogh review and, the extensive work and experience he has on holding public bodies to account in the health and justice sector.</p> <p>Mr Dermot Bolton, public governor, Bradford west shared his experience as a project and programme manager in higher education and teaching. Working at the university of Bradford for the last five years, he is currently involved in work related to health and social care programmes and is also the programme manager for the Bradford and Craven digital programme. In this capacity he has links with Ms Cindy Fedell, chief digital and information officer. Mr Bolton stated that he brings a range of experience and seeks to be an active member of the council of governors.</p> <p>Following introductions from each of the board members present, the chairman formally welcomed Ms Mel Pickup, chief executive officer, to this her first council of governors meeting. The chief executive officer stated that she was pleased to be here and looked forward to working with the council of governors over the coming years.</p> <p>The chairman asked the council to note the remaining items within his written report.</p> <p>Mr Alan English, public governor, referred to item 6 of the report concerning the future engagement programme and the times scheduled for delivery which may not be suitable for some governors to attend. The chairman</p>	

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	<p>stated that whilst opportunities would be sought to seek a consensus on the final dates arrived at, governor attendance at those sessions was voluntary. The chairman moved to the item's referenced in his opening remarks and invited Ms Karen Dawber, chief nurse to elaborate on the nursing vacancy fill rates.</p> <p>The chief nurse explained that the fill rates varied depending on the types of roles. Those areas that are most stretched are the nursing band 5 vacancies which, at the close of November 2019, were running at 15% overall. On drilling down within the planned care areas the rates were within the range of 0 to 15% overall (with the band 5 vacancies running at 6%). Nationally the trust bench marks well with regard to vacancy levels. In terms of managing staffing during the winter period; short term sickness levels tend to rise marginally which can lead to pressures on the fill rates for vacancies. Fewer staff wished to take on additional shifts and there were newly qualified nursing and midwifery staff starting during that period which could also create feelings of unease. Whilst the fill rates were generally good there are a number of residual mitigations required. With regard to the monitoring of staffing levels and the mitigations in place, the council noted that a routine report is provided to the board's quality committee which includes detailed breakdowns regarding all fill rates, issues of concern and, the mitigations in place.</p> <p>The chairman thanked the chief nurse for her report and invited the director of HR to provide examples of the initiatives and actions in place to increase representation from amongst BAME staff within leadership bandings at the trust.</p> <p>Ms Pat Campbell, director of HR, detailed the programmes and the range of support available to staff from BAME backgrounds. She referenced the;</p> <ul style="list-style-type: none"> - promotion of the NHS leadership academy "Stepping Up" and "Ready Now" programmes - reciprocal mentoring scheme established with members of the board of directors - review of band 6/7 recruitment and progression within the trust - current focus on the creation of development posts to support recruitment and progression to higher bands - inclusion of an independent BAME panellist on the shortlisting/ interview panels for every senior manager post banded at 8a and above. <p>The director of HR informed the council that Mr Kes Hyatt, the trusts new head of equality and diversity, would be in post from 24 February 2020 and his first priority would be a review of the trust's equality and diversity strategy. The director of HR stated that analysis undertaken indicated that 52% of all applicants for vacancies at the trust were people from BAME backgrounds. Progress had been made in terms of working towards a more representative workforce overall however, whilst there was an increase in BAME staff in roles banded at 8a and above; if the trust continued at the same pace then the target set for 2025 would not be achieved. The director of HR assured the council that this remained a key area of focus. In response to questions and queries raised the council noted the following:</p> <ul style="list-style-type: none"> - Whilst it was difficult to state how long it would take for the trust to bridge the 9% gap at the band 8a and above, one should also not underestimate the impact of roles models which appeared to be having a ripple effect. - In terms of the targets set, the trust was seeking to have a workforce by 2025 that was representative of the community served across a range of areas - Staff take up with regard to the programmes was competitive and 	

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	<p>positive. The chairman thanked the director of HR for her update</p>	
CGo.1.20.6	<p>Council of Governors Terms of Reference Review Dr Tanya Claridge, director of governance and corporate Affairs provided a summary of the paper presented and asked the council to note that the terms of reference were subject to annual review. Further clarity with regard to section 9 of the terms of reference was sought by the council where reference is made to 'five meetings held per year'. The director of governance and corporate affairs advised that the five meetings encompassed the four council meetings along with the jointly delivered annual general meeting and annual members meeting which governors were also required to attend. The council of governors approved the terms of reference.</p>	
CGo.1.20.7	<p>Nominations and Remuneration Committee Terms of Reference Review The director of governance and corporate affairs advised that the terms of reference for the nominations and remuneration committee were also subject to annual review. The council confirmed that no amendments were required and approved the terms of reference. The chairman commented that it would be useful to ensure that, with regard to reports and any data provided to the council of governors, terms were clearly explained and acronyms presented in their full form. The governors would also benefit from the provision of a glossary of terms to support their attendance at meetings. .</p>	Director of governance and corporate affairs
CGo.1.20.8	<p>Nominations and Remuneration Committee (NRC) Report Ms Wendy McQuillan, public governor, asked council to note that the paper provided a report on the items considered at the meeting of the NRC held on 3 December 2019. Two of the items were presented under separate agenda items at this council meeting namely, the Chair Appraisals Process: Objectives setting 2019 (CGo.1.20.10) and, the NRC terms of reference considered under the previous agenda item (CGo.1.20.7). Ms Wendy McQuillan drew attention to the remaining item considered by the committee in December. She asked the council to note that the former acting chair, of the foundation trust, Dr Trevor Higgins, had accepted the 'goodwill remuneration payment' approved by the council of governors at the closed meeting in October 2019 in full and final settlement for the period covered as acting chair from 1 June 2016 to 31 October 2016. The council was asked to note that this matter was now concluded. The chairman thanked Ms McQuillan for the report which was noted by the council.</p>	
CGo.1.20.9	<p>Draft Membership Plan 2020/22 Mr Al Edmonds, public governor, reminded the council that at the meeting held in October 2019 he had provided a comprehensive overview of the work to date of the membership task and finish group and, that in developing the plan the group would seek to align this with the public and patient engagement strategy following its approval by the board of directors in November 2019. He advised that the last meeting of the membership task and finish group took place on 7 November 2019, following which he developed a draft of the membership strategy for the group's review however, this was subject to late circulation and the feedback on the document and the resulting revised draft attached here has not been collectively signed off by all members of the task and finish group. As such</p>	

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	<p>he felt that he could not support this version which had moved on significantly from the original. The draft presented required further work, particularly with regard to consideration of the intended audience and ensuring clarity on the terms used within the document. Mr Al Edmonds stated that there are many lessons to be learned with regard to ensuring that there is a clear process for document sign off. Ms Pauline Garnett stated that she felt the current draft of the document was more user friendly however; she agreed that a firm consensus was required from any working groups prior to documentation being circulated. Professor Alistair Goldman, partner governor stated that with regard to the content of the draft it would benefit from stronger references to staff and how engagement and consultation would take place with that group, as staff were important members of the foundation trust.</p> <p>The chairman thanked Al Edmonds and all those who had contributed to the plan's development so far. He stated that this was an important piece of work and, moving forward there would be clear processes established at the outset for the operation of task and finish groups. These are the lessons that have been learned. The chairman emphasised that it was important to focus on moving the development of the plan forward and requested that governors provide their feedback on the draft plan to the head of corporate governance within the next few weeks following which a meeting of the membership task and finish group would then be scheduled to review and reach a consensus on the plan to be presented to the governors for final review.</p>	<p>Head of corporate governance</p>
<p>CGo.1.20.10</p>	<p>Chair Appraisals Process: Objectives setting 2019</p> <p>Mr David Wilmshurst, vice-chair of the council of governors, assumed the chair for this item. The council noted the contents of the report presented which detailed the process undertaken and led by Ms Selina Ullah, senior independent director, to set the objectives for the chairman in line with the appraisal process agreed by the council in May 2019. It was further noted that following approval of his appointment by the council the chairman had commenced in his role from 1 May 2019. Rather than undertake a full appraisal it was agreed with the nominations and remuneration committee that the senior independent director would work with the chairman to set objectives within the parameters of the appraisal process approved by the council of governors. Particular attention was drawn to page three of the report where it was noted that the senior independent director had consulted with both the acting chief executive and the chief executive with regard to the chairman's objectives.</p> <p>The council of governors received and noted the report.</p>	
<p>CGo.1.20.11</p>	<p>External Auditor Appointment Progress Report</p> <p>Mr David Wilmshurst, public governor and chair of the audit appointment working group asked the council to note the progress report provided with regard to the appointment of the external auditor. In particular the council noted that the tender documentation had been published on 19 December 2019 with a deadline for receipt of tenders set for 20 January 2020 with shortlisting schedule for 27 January 2020 in line with the established schedule.</p> <p>The council of governors noted the report.</p>	
<p>CGo.1.20.12</p>	<p>Quality Report 2019/20: Locally Selected Indicator</p> <p>Ms Pauline Garnett, staff governor, provided a detailed overview of the paper presented. In summary she advised that each year the council was required, by NHS Improvement (the regulatory body for NHS trusts and</p>	

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	<p>foundation trusts), to select an indicator from the foundation trust's quality account to be audited by the external auditor. In October 2019 the governors established a task and finish group to develop the recommendation to present to the council for approval. Pauline Garnett advised that she and David Robertshaw, public governor, agreed to undertake the task. She asked the council to note that advice and guidance on the selection of the indicator is usually provided each year from NHS Improvement to support the council with its decision making however, due to the national elections in December 2019 the advice and guidance has not yet been made available. Following consultation with the corporate governance team it was determined that a recommendation should be presented to the council subject to further review if any conditions were attached for 2019/20 by NHS Improvement.</p> <p>Ms Pauline Garnett advised that the foundation trust's performance team had provided information on those indicators most suitable for audit. The external audit takes account of the accuracy, validity, reliability, timeliness, relevance and completeness of the data that is collected. Indicators that are deemed good for audit are those where there is a sufficient amount of data and activity to review. Ms Pauline Garnett stated that following consideration of the information, undertaken with Mr David Robertshaw, public governor; they would like to recommend that the council selects; 'percentage of patients seen within two weeks of an urgent GP referral for suspected cancer' as the locally selected indicator for audit. She explained that with regard to this indicator the trust performed well below the target in 2018/19. However, actions implemented to address this have resulted in a significant improvement in performance overall from 60% in April 2018 to 96% in October 2019. A benefit of auditing this indicator would be to confirm that the data is being reported accurately. Mr David Robertshaw added that they had scrutinised the information provided from the performance team in detail and further confirmed that a key component of their deliberations was to seek assurances particularly with regard to the reliability of the data to provide confidence in the conclusions the trust had reached with regard to performance.</p> <p>Ms Pauline Garnett formally recommended that the council approve the recommendation that 'percentage of patients seen within two weeks of an urgent GP referral for suspected cancer' was selected as the local indicator for 2019/20 for external audit.</p> <p>The council of governors approved the recommendation, subject to a further review being undertaken if any conditions were attached to the selection by NHS Improvement when it published the guidance for 2020/21. The council noted that if there was a need for a further review this would be undertaken virtually with the council of governors.</p> <p>Cllr Tariq Hussein, partner governor, commented on the improvements indicated by the data presented and that staff should be applauded for their work.</p> <p>The chairman thanked Ms Pauline Garnett for her comprehensive report. He confirmed that the external audit of the indicator would be one of value to the trust. He further advised the council that that the improvements referenced were discussed at board and asked the council to note that the trust was advising colleagues at regional level of the improvement work being undertaken.</p>	
CGo.1.20.13	<p>Chief Executive's Report</p> <p>Ms Mel Pickup, chief executive, informed the council that having been in post now for approximately ten weeks she was enjoying the experience having been made to feel very welcome by colleagues both within and</p>	

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	<p>outside of the trust.</p> <p>The chief executive presented a verbal report bringing to the attention of the governors two key items; namely, the trust's current position with regard to the delivery of the '4 hour' waiting time standard in accident and emergency and, an update regarding the recent CQC inspection. The following key points were noted.</p> <ul style="list-style-type: none"> - <u>Winter pressures</u>: The council noted that the trust was seeing an increase in demand, complexity and acuity of patients at levels not seen since October 2019. As such the trust's performance in relation to the 4 hour waiting time standard was not where the trust would like it to be however, there was an emerging national picture that was quite similar. The chief executive advised that the solutions in addressing the deteriorating performance were dependent upon a broader (district wide) approach and advised that she would shortly take on the role of lead for the Bradford district's health and care partnership board. - <u>CQC Inspection</u>: As the council was aware the CQC inspection began in early November 2019. The council noted that the inspections are now shaped differently to previous inspections and are undertaken in three discreet parts. The first part of the inspection involves a number of inspectors on site reviewing core services within the five domains which consider; if services are safe, effective, caring and responsive to people's needs and, well-led. At BTHFT the inspectors focussed on four core services. The services in the previous inspection that were rated as 'requires improvement' were maternity, outpatients, services for young people and medical care. The second part of the inspection covered the trust 'use of resources' and was led by a team from NHS England and NHS Improvement. With regard to 'use of resources' the team considers if the trust uses its resources effectively and efficiently. Performance in this area is rigorously reviewed in relation to other organisations. The rating provided contributes to the composite rating overall. The well-led inspection is undertaken by the CQC and tests how effectively the organisation is delivering its strategic vision. Here the CQC considers culture and behaviours and holds conversations with staff about being well-led. The inspection formally closed on 8 January 2020 and the trust expects to receive the draft inspection report in mid-February providing an opportunity to correct any factual inaccuracies with the final report expected to be published in March 2020. <p>The chair opened for further comment and questions. The council discussed with the chief executive the expected content of the CQC inspection report; the trust position following the decision of the board not to proceed with the establishment of the wholly owned subsidiary and; expected changes to the way the trust might operate in light of the recent change in government and the promise of extra funding for the NHS. The council noted the following key points.</p> <ul style="list-style-type: none"> - <u>CQC inspection</u>: It was difficult to anticipate with a degree of certainty the content of the report as the CQC inspection team triangulated data and information gathered from a range of sources in support of the development of the report. The chief executive asked emphasised that the trusts aspiration remains that of being 'outstanding' and improvement plans are focussed on that ambition. <p>Members of the council shared their experience of participating with the governor focus group as part of the 'well-led' element of the inspection - where attention had been placed on the number of changes the council had experienced over the years and the moves to develop the relationship between the non-executive directors and the council –</p>	

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	<p>moves which were positively received.</p> <ul style="list-style-type: none"> - <u>Wholly owned subsidiary:</u> The council noted that following the extraordinary board meeting on 22 November 2019 there was immediate communication of the decision of the board to staff that it would not proceed with the implementation of the wholly owned subsidiary. A series of meetings (including weekend meetings) also followed in quick succession, with all levels of staff in estates and facilities. These meetings provided the opportunity to explain in detail the rationale of the trust board in deciding not to proceed with the establishment of the wholly owned subsidiary and, to explain to staff that changes would still be required in relation to modernisation. Importantly the meetings were well attended with open and honest discussions taking place. There was an emphasis on working collaboratively in moving forward in shaping the modernisation programme. The chief executive reported on the time that she had spent shadowing a member of the portering staff after receiving an invitation from him. She emphasised the need to rebuild relationships and to ensure that the voices of the estates and facilities staff were an integral part of conversations moving forward. It was expected that outcomes from this collaborative working would be reported up to the finance and performance committee. - <u>Impact of the NHS (and the trust specifically) following recent elections:</u> The council noted that the sector was still awaiting the publication of the operational planning guidance which had been deferred until the elections process had been completed. <p>The chairman thanked the chief executive for her report.</p>	
CGo.1.20.14	<p>Reports from the Committee Chairs' The chairman referred to the good and detailed discussions held at the joint session between the governors and the non-executives, prior to this meeting. There were no additional questions with regard to the documents presented under this item forthcoming and the council of governors noted the report.</p>	
CGo.1.20.15	<p>Any Other Business There was no other business discussed.</p>	
CGo.1.20.16	<p>Date and time of next meeting Thursday 23 April 2020, 3.30pm to 5.30pm (<i>post meeting note: Due to the Covid 19 pandemic and advice received from NHSI regarding governance processes the meeting was stood down</i>).</p>	
CGo.1.20.17	<p>Resolution to move into closed session The council of governors confirmed that it would now move into closed session to discuss items that required private and confidential consideration in the first instance.</p>	

Actions from the council of governors meeting held 16 January 2020

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
18.7.19	CGo.7.19.14	Any other Business JH referred to the request for an update on the Command centre which had not been addressed previously. It was agreed that a stand alone session would be scheduled.	Chief operating officer	Council of Governors 17 October 2019	Date to be confirmed in February 2019. 16/1/19. Date confirmed for 10 March 2020. <u>Action completed</u>
17.10.19	CGo.10.19.13	Any Other Business A session on the Long Term Strategy to be scheduled to provide Governors with an indepth update with regard to the BTHFT response and developments.	Director of Strategy and Integration	Council of Governors 16 January 2020	Date to be confirmed in February 2019. 16/1/19. Date confirmed for 11 March February 2020 <u>Action completed</u>
16.01.20	CGo.1.20.3	Minutes of the Meeting held on 17 October 2019 Cllr Tariq Hussein to be added to the list of those present and, an amendment to 'CGo.10.19.5 Chair's report' to reflect that "a new election process would take place at the end of January 2020	Head of corporate governance	Council of Governors 23 April 2020	Minutes amended as required. <u>Action completed.</u>
16.01.20	CGo.1.20.3	Minutes of the Meeting held on 17 October 2019 Naming convention used within the minutes, namely the use of initials, to be reviewed.	Head of corporate governance	Council of Governors 23 April 2020	Names / titles now presented in full. <u>Action completed.</u>
16.01.20	CGo.1.20.7	Nominations and Remuneration Committee Terms of Reference Review With regard to reports (in general) and any data provided to the council of governors, terms are to be clearly explained and acronyms presented in their full form. The governors would also benefit from the provision of a glossary of terms to support their attendance at meetings.	Director of governance and corporate affairs	Council of Governors 23 April 2020	Documents produced to reflect presentation of information in this way. A glossary of terms to be provided to be circulated routinely to the council pre-meetings. <u>Action concluded.</u>
16.01.20	CGo.1.20.9	Draft Membership Plan 2020/22 Feedback on the draft plan to be provided to the head of corporate governance within the next few weeks.	Head of Corporate governance	Council of Governors 23 April 2020	Reminder email for feedback sent to governors on 5 February. In March usual governance process stood down as result of Covid 19 Pandemic. Work to be resumed once governance processes re-established moving forward. <u>Action to be held over.</u>