

## Unconfirmed Minutes - Council Of Governors Meeting

<b>Date</b>	Thursday 28 April 2022	<b>Time</b>	15:30 – 16:45
<b>Venue</b>	Meeting held via MS teams	<b>Chair</b>	Dr Maxwell Mclean, Chairman
<b>Present</b>	<ul style="list-style-type: none"> <li>- Dr Maxwell Mclean, Chairman</li> <li>- Professor Alastair Goldman, Partner Governor, University Of Bradford</li> <li>- Ms Wendy Mcquillan, Public Governor, Keighley</li> <li>- Mr David Wilmshurst, Public Governor, Shipley</li> <li>- Mr Kursh Siddique, Public Governor</li> <li>- Ms Hardev Sohal, Patient Governor</li> <li>- Ms Caroline Chapman, Public Governor</li> <li>- Cllr Tariq Hussain, Partner Governor, Bradford Metropolitan District Council</li> <li>- Ms Ruth Wood, Staff Governor</li> <li>- Mr Adrian Cresswell, Public Governor</li> <li>- Mr Dermot Bolton, Public Governor, Bradford West</li> <li>- Ms Helen Wilson, Staff Governor</li> <li>- Mr Mark Chambers, Patient Governor</li> <li>- Mr Ibrar Hussain, Public Governor</li> </ul>		
<b>In attendance</b>	<ul style="list-style-type: none"> <li>- Mr Mohammed Hussain, Non-Executive Director</li> <li>- Mr Altaf Sadique, Non-Executive Director</li> <li>- Mrs Karen Walker, Non-Executive Director</li> <li>- Mr Jon Prashar, Non-Executive Director</li> <li>- Professor Janet Hirst, Non-Executive Director</li> <li>- Mrs Julie Lawreniuk, Non-Executive Director</li> <li>- Ms Sughra Nazir, Non-Executive Director</li> <li>- Mr Barrie Senior, Non-Executive Director</li> <li>- Ms Mel Pickup, Chief Executive</li> <li>- Mr Mark Holloway, Director of Estates</li> <li>- Mr Matthew Horner, Director Of Finance</li> <li>- Mr Sajid Azeb, Chief Operating Officer</li> <li>- Dr Ray Smith, Chief Medical Officer</li> <li>- Dr Paul Rice, Chief Digital &amp; Information Officer</li> <li>- Ms Karen Dawber, Chief Nurse</li> <li>- Mr John Holden, Director Of Strategy and Integration/Deputy Chief Executive</li> <li>- Mr Faeem Lal, Deputy Director of HR (representing Pat Campbell)</li> <li>- Ms Laura Parsons, Associate Director Of Corporate Governance/Board Secretary</li> <li>- Ms Jacqui Maurice, Head Of Corporate Governance</li> <li>- Mrs Katie Shepherd, Corporate Governance Manager</li> </ul>		

No.	Agenda Item	Actions
<b>CGo.4.22.0</b>	<b>Chair's opening remarks</b> Dr Maxwell Mclean, Chairman (MM), welcomed all to the meeting and thanked them for their attendance.	
<b>CGo.4.22.1</b>	<b>Apologies for Absence</b> The following apologies were noted: <ul style="list-style-type: none"> <li>• Ms Stella Hall, Public Governor, Bradford East</li> <li>• Professor Anne Forster, Partner Governor, University of Leeds</li> <li>• Ms Pat Campbell, Director Of Human Resources</li> </ul>	
<b>CGo.4.22.2</b>	<b>Declarations of Interest</b> MM declared an interest in agenda item CGo.4.22.12.	

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CGo.4.22.3	<b>Minutes of the meeting held on 27 January 2022</b> The previous minutes were accepted as a correct record.	
CGo.4.22.4	<b>Matters Arising</b> The Chairman referred to the action log appended to the minutes. The status of the following actions were confirmed by the Council: <ul style="list-style-type: none"> <li>• <u>CGo.22001. CGo.1.22.3 Value for money briefing.</u> Action confirmed as closed.</li> <li>• <u>CGo.22002. CGo.1.22.4 Minutes 15 July 2021.</u> Action confirmed as closed.</li> <li>• <u>CGo.22003. CGo.1.22.8 Chairman's report.</u> Action confirmed as closed.</li> <li>• CGo.21013. CGo.10.21.5: <u>Governor site visits.</u> Whilst non-essential visits are not being planned at present; a celebratory event to recognise Governors joining or leaving the Council is being planned. Site tours are being arranged for new Governors and NEDs. Action closed.</li> </ul>	
CGo.4.22.5	<b>Summary of the pre-meeting with Non-Executive Directors (NEDs)</b> The Chairman advised of the discussion held between NEDs and Governors prior to this meeting. The following highlights the key areas discussed and questions raised: <ul style="list-style-type: none"> <li>• <u>The numbers of staff with temporary or fixed term contracts for two years or more within our organisation:</u> FL agreed to provide the figures to MM for circulation to governors. He went on to say that where we have fixed term contracts they are for specific reasons e.g. maternity cover, long term sickness absence, career breaks or, funding for specific projects and we therefore recruit based on that. He asked the Governors to note that recruitment across the NHS continues to be challenging.</li> <li>• <u>Any actions in place here at BTHFT to deal with a possible increase in refugees.</u> Mel Pickup, Chief Executive Officer (MP) advised that she would address this within her CEO update later in the meeting.</li> <li>• <u>The assurances available regarding performance of the Independent / Private sector on work undertaken for our Trust:</u> Sajid Azeb, Chief Operating Officer (SA) confirmed that all contracts go through the NHS framework and within that there are requirements for the subcontracted providers to meet both quality performance and financial targets. This is monitored by the Trust on an ongoing basis. If a complaint is received against the private care provided there are systems in place to investigate and cease trading if necessary. The system that allows NHS patients through the private route was in place and existed prior to the pandemic and our checks for contract compliance remain in place.</li> <li>• <u>How we seek to learn from all natures of incidents including minor and near misses.</u> Karen Dawber, Chief Nurse (KD) confirmed that all incidents across the board are considered alongside complaints, trends and compliance. She provided an example relating to a 'low level' incident occurring with patient property which has resulted in an action plan being implemented. The Chief Nurse confirmed that the incidents referred to by Alastair Goldman (AG) have been examined and assessed although midwives are training to speak to women more throughout their pregnancy and, we have a culture of listening and acting on the views of women.</li> <li>• <u>Do we treat the Ockenden report as if it 'happened to us' and are there</u></li> </ul>	Deputy Director of HR CG22004

No.	Agenda Item	Actions
	<p><u>assurances that parents are listened to.</u> The Chief Nurse advised that there were seven immediate actions within the Ockenden 1 report. An update on progress against these was reported to the March Board of Directors meeting. The maternity team work closely with the Maternity Voices Partnership and we have listened to a lot of women when they have voiced their concerns and suggestions for the unit. The national (Perinatal Mortality Review Tool) PMRT allows for the review of any adverse incidents and, we are mandated to speak to families and gain their views in those cases. We are ensuring that additional specialist posts can hone in on 'the woman's voice'. Work around the Outstanding Maternity Programme (OSM) has stood us in good stead, as evidenced in the feedback received from the regional Ockenden submission. Progress against the actions is progressing very well. In response to questions raised KD advised:</p> <ul style="list-style-type: none"> <li>- The current midwifery vacancy is seven against a midwifery workforce of 200 people. The vacancies will be recruited to in September 2022. It was thought that that success of the Yorkshire Midwives on Call TV programme will entice midwives to work in Bradford.</li> <li>• <u>In response to questions raised regarding risks and onsite visits the Governors noted the following:</u> <ul style="list-style-type: none"> <li>- There are systems and processes in place throughout the organisation on how to raise and manage risks. Department level risks are reviewed regularly and those scoring 15 or over are reviewed by the Executive Team on a monthly basis.</li> <li>- We are unable to facilitate non-essential visits at present. A celebratory event is being planned for Governors in June/July to welcome new governor and say farewell to governors who are leaving. Site tours for Governors and NEDs will be planned for June/July along with governor induction sessions for new governors</li> </ul> </li> </ul> <p>The Council noted the verbal update</p>	
CGo.4.22.6	<p><b>Matters raised with Governors by members, patients and the public</b> This is a standing item for the Council of Governors meetings. There were no items raised.</p>	
CGo.4.22.7	<p><b>Chairman's Report</b> The Chairman stated that the report should be taken as read and asked Governors to note the following:</p> <ul style="list-style-type: none"> <li>• MM expressed his thanks to the Executive Directors, senior colleagues and the Quality Team for the Quality Account session for Governors</li> <li>• MM expressed his thanks to SA and Matthew Horner, Director of Finance (MH) for the Operational Planning session for Governors</li> <li>• MM continues to represent the Trust at a partnership level nationally, at West Yorkshire and Harrogate and in the Bradford Place. He will chair the Bradford Place meeting due to take place in June 2022.</li> <li>• Lead Governors from each of the three Foundation Trusts in Bradford are invited to a Bradford Place event on the 18<sup>th</sup> May 2022</li> <li>• The first shadow Partnership Board meeting took place recently. The Bradford Partnership intends to have a spotlight on Children &amp; Young people.</li> <li>• The Governor's role in the ICS development was discussed recently with senior leaders and it was noted they understand the statutory role of Governors in relation to our Foundation Trust and the importance of</li> </ul>	

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	<p>their input. The Board meetings, when statutory, will be public meetings. MM confirmed that Helen Rushworth from Healthwatch would be invited to speak to Governors about the role of the Citizen's Panel.</p> <p>The Council noted the update.</p>	<p>Head of Corporate Governance CG22005</p>
<p><b>CGo.4.22.8</b></p>	<p><b>CEO update</b></p> <p>MP opened by advising the Council on the issues highlighted below:</p> <ul style="list-style-type: none"> <li>- The COVID situation is ongoing with 50 patients in our inpatient bed base. Some of the testing and isolating regimes are being recalibrated. We continue to review all aspects of infection control processes, which include 'visiting', to try and facilitate a more flexible regime. We are continuing in our efforts to reduce the backlog of patients requiring elective care as the number of COVID inpatients reduces. Work has continued over the last couple of months with a focus on eradicating those patients who have now waited two years or more for their elective procedures and the deadline is expected to be the end of June.</li> <li>- Urgent care demand continues to be unusual for this time of year with attendance levels in excess of 430-450 patients per day. The level has reduced back to under 400 on average in the last week. The CQC visited the Trust last Wednesday to undertake an inspection of our A&amp;E Department as part of the West Yorkshire system in the provision of urgent and emergency care. Initial reporting suggests that we need to pay specific attention to our care of patients with sepsis and some of the documentation of the care that is being delivered in our A&amp;E department. Feedback appeared positive with regard to the organisation of the department, morale and the way that they observed care being delivered in a compassionate and very well organized and effective manner. One of our pressure points is our delays in ambulance handovers. This was observed to be very effective and working well. The formal report will not be published yet because there are a number of other organisations within West Yorkshire that have to be inspected as part of the CQC visit.</li> <li>- Our capital program is drawing to a close for the year 21/22 which includes dealing with theatre ventilation issues, Ward 10 being equipped and refurbished as a surge ITU, enhancements to the surgical same day emergency care unit on Ward two and five and the enhanced infection control facilities and cubicles in the A&amp;E department. The new maternity unit theatres are in place and will be operational in June. They link to our CQC action plan from our last inspection in maternity, the Ockenden review and our Outstanding Maternity services program which will be a real boon to the whole service. Work is ongoing with Universities and our education providers to encourage new staff into the NHS. We are working with a company which has produced recruitment videos, photographs and case studies for screening on various social media platforms. We are due to launch our nursing strategy on nurse's day in May which includes our nursing &amp; midwifery strategy and our AHP strategy to aid recruitment. Work is being configured in line with the enactment of the new health bill which will include a number of new workstreams such as a new People Committee for the Bradford District and Craven place focusing on employer opportunities in West Yorkshire.</li> <li>- Our operational plans for the coming year have been submitted alongside our financial plans. These include the requirement to</li> </ul>	

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	<p>increase our productivity and efficiency through cost improvement programs and CBU's will be asked to identify ways in which they can reduce waste whilst not impacting on clinical care but reducing cost. A major capital scheme, if we are successful in our bid, will potentially take forward an elective surgical centre on the St Luke's site which would see two theatres and day surgery facilities being established there in order to help us address our backlog of patients requiring surgical operations and procedures.</p> <ul style="list-style-type: none"> <li>- The Place level shadow board has met recently chaired by Andrew Gold. The next meeting is planned to be chaired by Max Mclean. An independent chair has not previously been identified through a recruitment process so this process will start again. The closing date is 29<sup>th</sup> April and it is expected 6-8 people have applied to be the independent chair. The Health &amp; Care bill has received royal assent and has now become law.</li> <li>- Place leaders continue to meet regarding the numbers of refugees we may have applying to come to Bradford. This process is being overseen by the government and not the local authority. There is not a large contingent of Ukrainian refugees at present but we continue to monitor this and work with the hosts of those families to enable them to access medical care as and when required.</li> <li>- The expectation that we have the 104 week waits eradicated by the end of June remains a challenge due to the dependency on certain surgeons available to operate. As part of the WYAAT collaborative we are working in a mutual way to eradicate 104 weeks wait by the deadline and that will necessitate offering alternative venues for patients to undertake their treatment. That has happened over the last few months where 220 patients were treated in a trust other than their host trust to expedite their treatment.</li> </ul> <p>The Council noted the verbal update.</p>	
CGo.4.22.9	<p><b>Inpatient Survey</b></p> <p>KD presented the inpatient survey for 2021 and highlighted the key points below:</p> <ul style="list-style-type: none"> <li>- The survey ran from January 2021 to May 2021 looking at patients discharged in November 2020. In November 2020 nationally we weren't in a wave of Covid, however in the North West of England and West Yorkshire we were at the peak of our second wave with around 175 Covid inpatients with no elective planned surgery taking place.</li> <li>- Patients that have elective surgery usually score higher than patients that have emergency admissions or admissions into medicine which is part of the rationale that does explain some of the survey findings.</li> <li>- Additional assurance checks and audits have taken place particularly around the questions where we score the poorest.</li> <li>- 1250 patients were sent the survey with 462 response received which equates to around 39%. This is low compared with national averages. Our usual response rate is around 35%-40%.</li> <li>- 57% of responses were from patients who were general medicine or elderly medicine and the remaining would have been from patients having emergency surgery not planned surgery.</li> <li>- KD agreed to provide the response sample size figures to the Council outside of the meeting.</li> <li>- The banding for the Trust shows that we were average for 25 of the questions, somewhat worse on 10 questions, worse for 9 questions and much worse for 1 question with no questions being better.</li> </ul>	<p>Chief Nurse CG22006</p>



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	<ul style="list-style-type: none"> <li>- The results show a definite trend in North West and Yorkshire hospitals of a downturn in results and it was felt that this was due to the pressures being experienced at the time compared to other hospitals in the country that weren't experiencing the same pressures.</li> <li>- There are a few areas that the Trust has focused on over the past year. These are pain, food, communications and discharge planning.</li> <li>- Internal audits are undertaken on the wards and these have continued throughout the pandemic as it's a quick and easy way to check on the basics of patient care and several safety issues.</li> <li>- Work has been undertaken around pain assessments, working with the acute pain team, the pain steering group along with educating staff around pain.</li> <li>- The internal audit results show well over 91% patients agree they are always being helped to control the pain.</li> <li>- Improvements are being made by regularly asking patients if they are in pain and require medication whilst being aware that patients might not have capacity or are unable to communicate.</li> <li>- At the start of the pandemic we had a limited menu for patients. In addition to that a lot of patients relied on food being brought in from home which was stopped during the pandemic.</li> <li>- Finger food tasting has taken place with dieticians to provide food particularly for people with cognitive impairment. The Trust has a diet chef available 7 days a week.</li> <li>- Work is taking place and led by the nutrition sub group to increase awareness of nutritional needs in clinical areas.</li> <li>- A new machine has been purchased in AED to enable a hot meal to be provided via the operational support workers.</li> <li>- The carer's passport was launched to aid carers supporting patients with additional needs along with protected mealtimes.</li> <li>- Work around red trays which identifies if patients need assistance when eating has taken place along with identifying if special cutlery is required.</li> <li>- We need to ensure that whilst we are looking at enhancing communication initiatives we ask the patients afterwards whether or not it's making a difference.</li> <li>- Although we have maintained safe staffing levels throughout the pandemic we have not maintained our optimum staffing levels which impacts on the time staff have to chat with patients. Once recruitment increases this will start to have an impact.</li> <li>- Improvement work has also been undertaken in relation to discharge planning.</li> </ul> <p>KD concluded that the Trust was hugely disappointed with the survey results as our internal audit results show a different picture. It was felt that this was reflective of the time and the Trust being in the peak of the 2<sup>nd</sup> wave of the pandemic.</p> <p>The Council noted the update.</p>	
CGo.4.22.10	<p><b>Governors Annual Evaluation/Skills and Knowledge and Development audit</b></p> <p>Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) highlighted the key points from the paper below:-</p> <ul style="list-style-type: none"> <li>- Actions from last year are either being completed or are ongoing. In response to last year's evaluation one issue was to review and update the governor induction programme which has been well received by our new governors.</li> </ul>	

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	<ul style="list-style-type: none"> <li>- Two training sessions have been provided by Governwell in relation to nhs finance and business skills and member engagement with a further session arranged on 'accountability' in June.</li> <li>- Improvement has been seen from last year's results with only three areas rated as amber: "consulting governors on the long term strategy, effectiveness of the council in representing the interests of members and the local population and, the way that the Council's decisions are communicated externally". Work will continue in these areas.</li> <li>- Two areas requiring further discussion arose in the skills audit which relate to "Quality, Safety and patient experience and performance".</li> </ul> <p>LP confirmed the next steps are to develop an action plan and two governors are asked to support in the development of this.</p> <p>The Council noted the paper</p>	<p>Board Secretary CG22007</p>
CGo.4.22.11	<p><b>Annual Members Meeting/AGM 2022</b></p> <p>Jacqui Maurice, Head of Corporate Governance (JM) advised that the purpose of the paper was to encourage governors to join the Governor AGM/AMM planning working group to help set the programme for the 2022 event.</p> <p>Governors are asked to express their interest in joining the planning group by 6 May. The proposal will be brought back to the next meeting.</p> <p>The Council noted the paper.</p>	<p>Head of Corporate Governance CG22008</p>
CGo.4.22.12	<p><b>Report on the Chair Appraisal Process 2021</b></p> <p>David Wilmshurst, Vice-Chair of the Council of Governors (DW) took over the role of chair as MM left the meeting due to his conflict of interest. DW advised that the purpose of the paper was to provide assurance to the Council regarding that the process agreed by the Council had been used to undertake the appraisal and that the outcome of the appraisal was satisfactory.</p> <p>In the absence of Jule Lawreniuk, Senior Independent Director ; LP highlighted the following three key points:-</p> <ul style="list-style-type: none"> <li>- The process was followed as set out within the paper</li> <li>- Views were sought from the Chief Executive, Non-Executive Directors, stakeholders and governors which fed into the process</li> <li>- The outcome was that the Chairman's performance continues to be effective and he shows commitment to the role.</li> </ul> <p>The Council confirmed that it was assured and MM re-joined the meeting and resumed the role of chairing.</p>	
CGo.4.22.13	<p><b>Governors' Nomination &amp; Remuneration Committee (NRC) report</b></p> <p>Form the comprehensive report provided, DW drew particular attention to the Governors NRC review of the time commitment of NEDs. He advised that this had been discussed as indicated and the NRC had found that the NED time commitment was appropriate and within the allocated time commitment of four days per month.</p> <p>The Council noted the report.</p>	

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CGo.4.22.14	<p><b>Chair and NED Appraisal process 2022</b> LP confirmed that the appraisal process was reviewed by the Governors NRC in March. It is reviewed on an annual basis prior to the appraisals taking place. There are some amendments to the Chair appraisal to ensure that the process aligns with the provider chair competency framework published by NHSI/E. There are some minor amendments to the NED appraisal process to:</p> <ul style="list-style-type: none"> <li>- Re-instate the NED peer review process.</li> <li>- Clarify that NEDs may have more than two personal objectives if required.</li> <li>- Include a section in the appraisal form to record the impact that the NED has had in delivering their role.</li> </ul> <p>The Council approved the Chair and NED appraisal processes for 2022.</p>	
CGo.4.22.15	<p><b>Council of Governors Terms of Reference review</b> The Council of Governors terms of reference are reviewed annually. There were no changes proposed.</p> <p>The Council approved the terms of reference</p>	
CGo.4.22.16	<p><b>Council of Governors Standing Orders review</b> JM highlighted the amendments noted on the cover paper. The approval of the standing orders requires 2/3, 14 members of the Council to approve the changes. As there were only 13 members present Anne Forster will be contacted outside of the meeting to gain her approval.</p> <p>The Council approved the Standing Orders</p>	<p>Head of Corporate Governance CG22009</p>
CGo.4.22.17	<p><b>Governors Annual Work Plan review</b> LP highlighted the minor amendments outlined within the paper which are reflective of the current position. It was noted that changes can be made throughout the year as and when required.</p> <p>The Council approved the annual workplan.</p>	
CGo.4.22.18	<p><b>Reports from the Board</b> The Council noted the reports.</p>	
CGo.4.22.19	<p><b>Any Other Business</b> The Chairman and the Council gave their sincere thanks to Wendy McQuillan who has served 6 years, Hardev Sohal 9 years and Stella Hall 6 years. They leave the Trust at the end of May 2022.</p>	
CGo.4.22.20	<p><b>Review of meeting</b> The Chairman thanked executive team colleagues and senior officers for their attendance at the meeting.</p>	
CGo.4.22.21	<p><b>Date and time of next meetings</b> Thursday, 21 July 2022, 3.30-5.30pm Thursday, 20 October 2022, 3.30-5.30pm</p>	
CGo.4.22.22	<p><b>Resolution to move into closed session</b> The Council moved into a closed session in line with section 7.16.3 of the Constitution.</p>	



### Actions from the Council of Governors meeting held 28 April 2022

Date of Meeting	Action log ID	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
21.10.21	CG21013	CGo.10.21.5	<b>Summary of the pre-meeting with Non-Executive Directors (NEDs)</b> Availability of site visits for governors to be explored further	Head of Corporate Governance	27.1.22	As the Trust has returned to incident level 4 we are unable to facilitate non-essential visits. This action is therefore on hold until the situation improves.  28.4.22 - we are unable to facilitate non-essential visits at present. Celebratory event is being planned for Governors in June/July to welcome new governor and say farewell to governors who are leaving. Site tours for Governors and NEDs will be planned for June/July along with governor induction sessions for new governors  Site-visits are now being scheduled. <b>Action closed</b>
28.4.22	CG22004	CGo.4.22.5	<b>Summary of pre meeting with NEDs</b> <b>What are the numbers of staff with temporary or fixed term contracts for two years or more within our organisation?</b> FL agreed to provide the figures to MM for circulation to the governors.	Deputy Director of HR	21.7.22	Figures circulated to governors via email 13.5.22 – <b>Action closed</b>
28.4.22	CG22005	CGo.4.22.7	<b>Chairman's Report</b> Helen Rushworth from Healthwatch would be invited to speak to governors about the role of the citizen panel.	Head of Corporate Governance	21.7.22	Helen Rushworth has been invited to attend the October Council meeting.
28.4.22	CG22006	CGo.4.22.9	<b>Inpatient Survey</b> KD agreed to provide the response sample size figures to the Council outside of the meeting.	Chief Nurse	21.7.22	1,250 invited to take part 460 completed survey 14% - responders route of admission urgent/emergency admission 86% - responders route of admission planned admission 39% - response rate

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						46% - average response rate for all trusts. <b>Action closed</b>
	CG22007		LP confirmed the next steps are to develop an action plan and two governors are asked to support in the development of this.	Associate Director of Corporate Governance/Board Secretary	21.7.22	Item included on this agenda. <b>Action closed.</b>
27.4.22	CG22008	CGo.4.22.11	<b>Annual Members Meeting/AGM 2022</b> Governors are asked to express their interest in joining the AGM/AMM planning working group by 6th May and the proposal will be brought back to the next meeting.	Head of Corporate Governance	21.7.22	DW and Raquel Licas (RL) joined the planning group. <b>Action closed</b>
27.4.22	CG22009	CGo.4.22.16	<b>Council of Governors Standing Orders review</b> The approval of the standing orders requires 2/3, 14 members of the Council to approve the changes. As there were only 13 members present Anne Forster will be contacted outside of the meeting to gain her approval.	Head of Corporate Governance	21.7.22	Approval confirmed. <b>Action closed.</b>
	CG22010					