Ashford and St. Peter's Hospitals
NHS Foundation Trust

OPEN MEETING OF THE COUNCIL OF GOVERNORS
8th December 2021 via Microsoft Teams

PRESENT:	Mark Adams	Appointed Governor – Runnymede Borough Council	**MA**
	Edwin Addis	Public Governor – Hounslow, Kingston-upon-Thames and Richmond-upon-Thames	**EA**
	Frances Ansell	Public Governor – Elmbridge	**FA**
	Derek Barnes	Public Governor – Spelthorne	**DB**
	Sue Bell	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**SB**
	Tracey Bradshaw	Staff Governor – Nursing and Midwifery	**TB**
	Andy Brown	Staff Governor – Volunteers	**AB**
	David Carpenter	Public Governor – Elmbridge	**DC**
	Lilly Evans	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**LE**
	Andy Field	Chairman	**AF**
	Shirley Holmes	Public Governor – Woking and Guildford	**SH**
	Colin Hood	Public Governor – Spelthorne	**CHo**
	Chris Howorth	Appointed Governor – Royal Holloway University	**CH**
	Deborah Hughes	Appointed Governor – Woking Borough Council	**DH**
	Hina Malik	Public Governor - Hounslow, Kingston-upon-Thames and Richmond-upon-Thames	**HM**
	Aidan Parsons	Staff Governor - Staff Governor – Ancillary, Admin, Clerical and Managerial	**AP**
	Michael Smith	Public Governor – Woking and Guildford	**MS**
	Sylvia Whyte	Public Governor - Runnymede, Surrey Heath, Windsor and Maidenhead	**SW**
APOLOGIES:	Miranda Alcock	Public Governor – Woking and Guildford	**MA**
	Melaine Coward	Appointed Governor – University of Surrey	**MC**
	Jane Dale	Non-Executive Director	**JD**
	Emma Gilmore	Public Governor – Spelthorne	**EG**
	Mohamed Imam	Staff Governor – Medical and Dental	
	Helen Pernelet	Public Governor – Elmbridge	**HP**
	Denise Saliagopoulos	Appointed Governor – Spelthorne Borough Council	**DS**
	Matt Stevenson	Staff Governor – Allied Health Professionals	**MS**
IN ATTENDANCE			
	Fran Davies	Non-Executive Director	**FD**
	David Fluck	Medical Director	**DF**
	Chris Kane	Non-Executive Director	**CKa**
	Chris Ketley	Non-Executive Director	**CK**
	Andrea Lewis	Chief Nurse	**AL**
	Simon Marshall	Director of Finance and Information	**SM**
	Sal Maughan	Associate Director of Corporate Affairs and Governance	**SMa**
	Louise McKenzie	Director of Workforce Transformation	**LMcK**
	Suzanne Rankin	Chief Executive Officer	**SR**
	Tom Smerdon	Director of Strategy and Sustainability	**TS**
	Arun Thiyagarajan	Non-Executive Director	**AT**

	James Thomas	Chief Operating Officer	**JT**
	Meyrick Vevers	Non-Executive Director	**MV**
	Marcine Waterman	Non-Executive Director	**MW**
SECRETARY:	Anu Sehdev	Membership and Engagement Manager	**AS**

Minute **Action**

COG-43/21 **Apologies and Welcome**

Apologies as listed on the previous page.

The Chairman welcomed the new Governors and highlighted that Council meetings covered a great deal of content and urged new Governors to raise their hand if there was anything they wanted further clarification on.

The Chairman also thanked the leaving Governors; Danny Sparkes, Chris Marks, Julian Ruse, Óscar Garcia-Casas and Neal Adolphus for their commitment during their term as Governor.

COG-44/21 **Declarations of Interests in the Proceedings**

None

COG-45/21 **Minutes of the Meeting held on 1st September 2021**

The minutes of the meeting held on 1st September 2021 were AGREED as a correct record.

COG-46/21 **Matters Arising**

The updated Action Log was noted.

COG-47/21 **Minutes of the Special Meeting held on 21st October 2021**

The Chairman highlighted that the Governors had been presented with the Annual Report and Accounts.

The minutes of the meeting held on 21st October 2021 were AGREED as a correct record.

FEEDBACK FROM GOVERNORS

COG-48/21 **Governor Activities**

In the absence of an elected Lead Governor, Michael Smith as Deputy Lead Governor, presented the paper outlining the activities Governors had undertaken since the last Council of Governors meeting. Michael advised that attendances had been good, especially the pre-meeting before the Council meeting that day.

The Chairman advised that he was amazed at how busy the Governors had been and how much they had covered. He thanked Governors for taking part in all the meetings.

The Council NOTED the report.

Minute		Action
COG-49/21	**Patient Experience Group (PEG) Report** Chris Howorth advised that the Group had met twice since the last Council of Governors meeting and the highlights were two virtual visits covering Outpatient Appointments and the Healing Arts Programme. Chris advised that he and Shirley Holmes also attended the Outpatient Improvement Steering Group meetings. Chris advised that the Patient Experience Group covered a broad scope which included receiving the Quality Report that went to Board. The Group had a better understanding of the impact of the non-executive directors and was impressed on the amount of attention allocated to patient experience. Chris was pleased that compliments was now featuring in the Quality Report and indicated that this was in part due to Chris Marks' suggestion. Chris completed his term as Public Governor for Runnymede, Surrey Heath, Windsor and Maidenhead on 30th November 2021. The Chairman considered the Group did excellent work and Lilly Evans agreed the Group was very active and undertook valuable discussions. Lilly was hopeful that the new Governors would consider joining. Lilly advised that she had attended the recent Board meeting and had found the patient story segment very powerful as it covered a number of services. It was agreed that the Director of Strategy and Sustainability would be invited to attend a Patient Experience Group meeting to talk about how the Trust was working towards meeting the diverse needs of the community it serves. Chris Howorth considered that Governors should try to attend the Board meetings, at least for the patient story segment which was normally at the beginning. The Chairman advised that every other Board meeting usually highlighted a patient story and the other meetings referenced a staff story. The Council NOTED the report.	**AS**
COG-50/21	**Patient Experience Group Annual Report and TORs** Chris Howorth presented the Patient Experience Group Annual Report and Terms of Reference and advised that Group members had unanimously voted for him to continue as Chair of the Group. Chris highlighted that attendance at meetings was good and the Terms of Reference had been discussed and it was agreed no changes were required.	
COG-51/21	**Membership and Community Engagement Group Report** Lilly Evans presented the minutes from the meeting which took place on 10th November 2021. Lilly advised that the Group was looking for new members to include one Staff Governor, one Appointed Governor and at least three Public Governors. Lilly advised that the Group had been chaired by Danny Sparkes until her term ended on 30th November 2021. The Group had not been as active as previously due to the pandemic and members had been lost due to them passing away. Lilly advised that the Deputy Head of Communications had updated the Group on the various projects the team was involved in, including the Strategy Refresh sessions. The Group had discussed what membership really means and the benefits of membership. Live Members' events were no longer possible so other ways of engaging were being	

Minute **Action**

looked at. Lilly thanked Danny Sparkes and Chris Marks for their active membership of the Group.

The Medical Director presented the example of Team Talk which took place virtually and wondered whether holding an event in this format was possible. The Chairman agreed the members' events were very popular and it was agreed to take this suggestion forward whilst bearing in mind the pressures on the Trust at present and envisaged in the future due to the new variant, Omicron. **AS**

Edwin Addis advised that he had spoken with Andy Brown at the Wellbeing Hub Opening that day and discussed how Hospital Radio Wey could be used to raise the profile of membership. The Chief Executive agreed describing the opportunity membership presented, for example access to information and insight was key. The Communications Team could put together some targeted communications via social media. Edwin advised that he used to be a membership manager at another trust and would visit schools and colleges. The Chairman considered the Director of Strategy and Sustainability could take this suggestion forward as part of his work around establishing stakeholder groups to build upon the engagement work he was undertaking. Lilly considered it was a great opportunity to link in with the strategy and becoming a community hub. Lilly agreed to liaise with the Director of Strategy and Sustainability and Edwin. **LE**

PERFORMANCE

COG-52/21 **Assurance Report**

The Chief Executive presented her report advising that the first section provided an assessment of the summative risks facing the Trust; the second section was a broad update and the third highlighted the financial position. The Chief Executive considered the key issue to mitigate risks was ensuring team resilience. The last page of the report highlighted each of the risks against objectives.

The Chief Executive advised that currently there were 30 patients with COVID in the Trust but there were only a few patients in the Intensive Care Unit (ICU) due to the uptake of the vaccination. However, since the vaccine waned over time and the new variant, Omicron, booster vaccinations had been introduced with most of the team having now had their COVID booster. The Chief Executive requested that the Governors do their best to encourage uptake of the booster with their friends and family in the over 40's age category. It was anticipated there would be a further wave and it was important that everyone took the necessary precautions including undertaking lateral flow tests, social distancing and minimising contact with others.

The Chief Executive advised that the Trust underwent an unannounced CQC inspection in November. Early indications were that there had been a most impressive response from the team both during the pandemic and when resuming services despite the pressures being faced. The detailed report and ratings were expected in the new year. There remained a concern for the wellbeing of the team. The Wellbeing Hub at St Peter's was now open and the vaccination centre had proved a huge success. The Trust's finances looked better too.

The Chief Executive turned to Surrey Safe Care which was moving at pace. The system was on track for going live in March 2022. There were some challenges but time had been allowed for fixing any problems before the go live date. Staff were currently being trained and engaged with.

The Chief Executive advised that pressures were unremitting, but the risks were not getting any worse. The main priority was to ensure the team was supported.

Edwin Addis congratulated the Trust on the investment in the Wellbeing Hub and vaccination centre. Edwin referred to the CQC inspection and queried why issues were not dealt with before the inspection. The Chief Executive advised there was nothing raised that was easily avoidable before the inspection and reminded Governors that it was an unannounced inspection. Once the report was with the Trust; it would be checked through and, if necessary, findings could be questioned. There were issues with the equipment in theatres, the fabric of the building and the engagement of senior colleagues.

The Medical Director considered the CQC inspection had been useful since it looked at the Trust during an unbelievably pressurised time for staff. Staff had been constantly challenged by being asked to move to different areas and adapting to new ways of working.

The Chief Executive turned to the COVID star and yearbooks being awarded to staff to thank them for their hard work during the pandemic. There were still many more to hand out.

The Chief Executive highlighted the new Pre-operative Assessment Unit at Ashford Hospital and attending the Pride in Surrey event in September.

In response to Sue Bell, the Chief Executive advised that any potential risks with Surrey Safe Care had been carefully considered and in great detail. The Director of Finance and Information added that there were 200 people on site working on the Surrey Safe Care project and there were 4,500 staff to train up on the system. A thorough walk through of the system would be undertaken involving the clinical teams. Data migration was a very important part of the process and approaches were multi-layer. A dress rehearsal would take place in January 2022. It was a risky endeavour and certain issues were to be expected but a lot of work was being undertaken to minimise the risks whilst supporting teams.

Chris Ketley advised that the Joint Digital Committee scrutinised and independently checked processes and they were assured. Multiple testing would be undertaken and Surrey Safe Care would not go live unless it was safe to do so. The Chairman advised that he also sat on the Joint Digital Committee and it was important that everything was in place now so it would be easier when the system went live in March. Edwin Addis queried whether the Trust had experts on dealing with potential cyber-attacks. The Director of Finance and Information confirmed that the Trust was working with experts in the field.

The Director of Finance and Information updated the Council on the financial position advising that the report detailed the first half of the year where targets had been met. It was advised that Month 7 had been more challenging in elective and planned care although to date the Trust was achieving its financial targets.

The Council NOTED the report.

Minute		Action
COG-53/21	**Performance Report**	
	The Chief Operating Officer advised that he hoped Governors had had the opportunity to read his report and he would be happy to take questions. Firstly, he would be presenting a few slides on outpatient appointments in response to the query Governors had raised. It was agreed to share the presentation with the Governors after the meeting.	**AS**
	The Chief Operating Officer advised that there were 40 specialties and although the Appointments Centre booked most of the appointments, several specialities booked their own appointments and all specialities booked follow-ups.	
	The Chief Operating Officer advised that the work around appointment letters was a large project and new templates were being co-produced by patients and staff. These had been shared with groups such as the Governors' Patient Experience Group to gain feedback. Previously each appointment letter included six attachments and this had been reduced to one patient leaflet. To avoid the wrong letters being sent to patients the list of letters was being reduced and each letter was being renamed so it was easier to find the correct letter.	
	The Chief Operating Officer turned to the Appointments Centre where the vacancy rate had been high during the summer. There were now more staff with four members of staff covering the phone lines. The aim was to increase opening times to 7pm during weekdays and Saturdays. It was also proposed to call patients more often to confirm their appointments instead of just sending a letter.	
	The Chief Operating Officer advised that a three week patient survey had been conducted to establish reasons people (patients, staff, medical professionals) contacted the Trust by phone and email. The analysis from this would inform the Appointments Centre Strategy, including the revamping of the outpatient website so that information could be easily accessed. A mentor from O2 had been recruited to help with this initiative.	
	The Chief Operating Officer turned to text messaging and how it had been found that some messages were too long. A study to find out which text messages generated a response had been looked at and it suggested using very simple texts with the option of texting back to confirm or rebook the appointment. With urgent appointments, such as Two Week Rule, there was no time to get a letter in the post so it was important to speak with the patient and text them at the same time.	
	The Chief Operating Officer advised that it was proposed for an Outpatient Customer Service Survey to be sent out in 2022 to patients and staff, the feedback from which would inform improvements.	
	The Chief Operating Officer advised that during the pandemic there had been a high number of cancellations and processes were being embedded, including the procedure to book consultant leave, to control short notice cancellations.	
	The Chief Operating Officer advised that virtual appointments worked really well in some areas and were welcomed by patients. In some specialties virtual appointments resulted in increased diagnostic appointments. It was important now to establish where virtual appointments worked well and to continue to provide a choice. Ideas included setting up a virtual reception to help patients access virtual appointments. The plan	

was to embed changes across the Trust. The Chairman added that Surrey Safe Care would help with this.

Frances Ansell raised the issue of patients who were unable to hear and how a phone call would not be the right approach. The Chief Operating Officer advised that work included how to communicate with hard-to-reach groups. GPs usually advised if a patient had special needs; although the Trust would already be aware if they were an existing patient. Frances queried whether interpreters were used in the virtual setting. The Chief Operating Officer advised that a great deal of learning had come from holding virtual clinics during the pandemic. Staff had visited Epsom Hospital to see their Attend Anywhere process. A nurse would meet the patient in a virtual room and then the patient would move into a virtual room to see the doctor. It was possible to bring in anyone, including an interpreter, at that point in a secure way.

Michael Smith queried why communications were sent from Bristol and it was advised that this was the process adopted by the Trust.

The Council NOTED the report.

STATUTORY

COG-54/21 **Membership of the Council of Governors**

The Membership and Engagement Manager presented the paper which reflected the changes to the Council of Governors as a result of recent Council of Governor elections and welcomed the new Governors as follows:

- Elmbridge By-election – Frances Ansell elected
- Spelthorne By-election – Emma Gilmore elected
- Runnymede, Surrey Heath, Windsor and Maidenhead – Sue Bell and Sylvia Whyte elected and Lilly Evans re-elected
- Staff – Volunteers – Andy Brown elected
- Staff – Admin/clerical/ancillary/managerial – Aidan Parsons elected
- Staff – Medical and Dental – Mohamed Imam elected uncontested

The Membership and Engagement Manager also added her gratitude for those Governors who had left the Council:

- Danny Sparkes, Lead Governor and Public Governor for Runnymede, Surrey Heath, Windsor and Maidenhead
- Chris Marks, Public Governor for Runnymede, Surrey Heath, Windsor and Maidenhead
- Neal Adolphus, Public Governor for Spelthorne
- Julian Ruse, Staff Governor for Admin/clerical/ancillary/managerial
- Óscar Garcia-Casas, Staff Governor for Medical and Dental staff
- Tom Allan, Staff Governor for Volunteers

The Chairman referred to the vacancy in the Rest of England constituency and the Membership and Engagement Manager advised that there were only 165 members belonging to this constituency and despite repeated communications, including a card being posted out to each member encouraging nominations, there had been none. It was anticipated that at the next Constitution Committee meeting, discussions would include the potential amalgamating the Rest of England with another constituency as a **AS**

Minute **Action**

way forward. Lilly Evans considered that the Runnymede, Surrey Heath, Windsor and Maidenhead area would be a could match since it covered an area between two trusts and perhaps the constituency of Hounslow, Kingston-upon-Thames and Richmond-upon-Thames was another option. The Chairman considered both options good suggestions.

The Council NOTED the revised register of the Council of Governors.

STRATEGY

COG-55/21 ***Quality of Care*** **– Clinical Effectiveness and National Audit Review Group (CENARG) Annual Report 2020/21**

The Chief Nurse advised that the annual report had been presented to the Quality of Care Committee in September 2021 and all the non-executive directors were members of the committee.

The Chief Nurse advised that the annual report provided assurance and a forward plan to improve patient care and outcomes. During 2020/2021 the majority of national audit work had been paused due to the pandemic and the need to focus on frontline care. Some audit work did continue, but not at the usual scale. The audit programme had been reinvigorated in 2021.

The Chief Nurse advised that the Trust had participated in 31 national audits and reviewed 37. The Trust had also participated in 27 local audits, for example one in antibiotic prescribing. It was added that Appendix 2 highlighted a forward plan.

Marcine Waterman added that clinical audits were presented to the Audit and Risk Committee. The Chief Nurse advised that she appreciated Marcine's support and Marcine advised that the internal auditors had been very impressed with the work being undertaken.

Lilly Evans advised that she attended CENARG meetings and had raised the need for a report to outline what the Trust was doing and how this was having a real impact on learning. The Chief Nurse advised that the team was in the process of refreshing the Terms of Reference and agreed a great deal of good work and learning was being undertaken and the audit programme remained a key component.

COG-56/21 ***Collaborate*** **– Draft Trust Strategy Refresh**

The Director of Strategy and Sustainability tabled his presentation which covered the approach that had been taken and he agreed to share his presentation with the Governors after the meeting. **AS**

The Director of Strategy and Sustainability advised that a number of virtual consultation sessions had been undertaken with many stakeholder groups including staff, public, local partners in the North West Surrey system, and all meetings had been recorded. A survey was also been undertaken which ran from June to November 2021. A total 287 people attended 15 sessions and 207 completed the survey which included 20 questions with the opportunity to provide free text comments. After a short presentation form the Director of Strategy and Sustainability the sessions were opened up to questions to gain people's views on whether the various parts of the strategy were still relevant or needed to be refreshed. These sessions resulted in rich communications

and notes were analysed to determine the key issues raised from the various groups to inform the recommendations for refreshing the strategy.

The Director of Strategy and Sustainability turned to the survey respondent demographics which highlighted the age profile and ethnicity. 61% of respondents were female. 54% percent of respondents were from non-staff categories.

The Director of Strategy and Sustainability advised that the majority (83-89%) of respondents strongly agreed or agreed with the strategy, vision and aims in light of major developments such as COVID. There was no strong feeling on how the North Star Objective was reflected in the strategy. There was also no strong feeling for the strategy changing post-COVID.

The Director of Strategy and Sustainability highlighted a few comments from the strategy refresh which included a lot of support, trust and goodwill for the Trust.

The Director of Strategy and Sustainability turned to the proposed updates to the Quality of Care Objective and how this related to patient experience and included access to services, reducing harm, embedding learning, focusing on communication, supporting carers, embedding the North Star Objective and harnessing the benefits of the arts to aid healing.

The Director of Strategy and Sustainability highlighted the importance of how the Trust communicated with patients and referenced the Chief Operating Officer's update on outpatient appointments earlier on in the meeting. The Director of Strategy and Sustainability also highlighted digital/technology and the Trust's Surrey Safe Care endeavor which included a patient portal. Comments around the importance of providing services that were accessible were also expressed.

The Director of Strategy and Sustainability highlighted the number of issues being discussed around the Modern Healthcare objective including the focus on standardisation and reducing variability through collaboration with other providers, the Get It Right First Time initiative, developing the estate, extending urgent and emergency care facilities at St Peter's, working with partners to provide care in the right location, using the 'home first' principle, improving access to services, both physically and digitally, improving communication with patients, maximising the potential of Ashford Hospital to serve as an elective centre and publishing a Green Plan to help reduce the Trust's environmental impact.

The Director of Strategy and Sustainability also referred to inclusivity and diversity and how suggestions would be drawn into the action plan.

The Director of Strategy and Sustainability turned to the People strategic objective outlining the priority areas and the work being undertaken.

Collaborative working was briefly touched upon including supporting the North West Surrey Alliance and addressing the wider determinants of health and wellbeing, health inequalities across communities and supporting local employment and enterprise.

Deborah Hughes referred to the presentation scheduled for 5th January 2022 for Woking Borough Council. Deborah advised the council had a collective response they wanted to share and whether this should be shared before the meeting. The Director of Strategy and Sustainability requested the feedback before the meeting. **DH**

Minute		Action
	The Chairman thanked the Director of Strategy and Sustainability for his presentation and considered the Governors needed some time to digest its content and asked for any questions to be put through the Membership and Engagement Manager.	**All**
COG-57/21	**Any Other Business**	
	The Chairman requested an update on the forthcoming Lead Governor election and the Membership and Engagement Manager advised that she would be inviting nominations from the Public Governors for the Lead Governor position over the next couple of weeks and then an election would be held in January when all Governors, including staff and appointed Governors, would be asked to vote.	**AS**
	The Chairman advised the Council that it was Suzanne Rankin's last Council meeting and wished to register his gratitude on behalf of the Council for all her efforts in enabling sustained and tangible progress on the Trust's objectives during her time as Chief Executive. The Chairman also wished her every success for the future.	
	Chris Howorth advised that he had also been a Governor for 11 years and during this time the Governors had posed a number of questions around staff morale. He had seen a huge change since 2010 to the present day in morale and the comradery amongst staff which he considered stemmed from the Chief Executive's leadership. Lilly Evans echoed Chris' words and added how open the discussion was at Board meetings and how this evidenced collaboration. Lilly sensed an enormous difference and how the Trust's influence was much wider due to the Chief Executive's influence.	
	Michael Smith endorsed comments and wished the Chief Executive well for the future.	
	The Chief Executive thanked everyone for their kind words and added that it was a shared vision and how staff had collectively come together to deliver something very important. The Chief Executive thanked the Lead Governor and Governors for their support. She stressed how the Council was an important part of democracy.	
	Date of Next Meeting	
	Wednesday 2nd March 2022, 4-6pm	

KEY	
✔	Complete
ND	Not due
---	On track

Meeting Date	Minute Ref	Topic	Action	Lead	Due Date	Update	Status
1.9.21	**COG-41/21**	**People – Staff Survey, EDI and Wellbeing Update**	Provide further detail on the work being undertaken with the South Regional NHS Improvement Team, retention and workforce requirements to a future Council meeting.	**LMcK**	8.12.21	NHS Improvement has had to cancel the meeting twice so have not been able to take this any further. Update to be provided at the next meeting on 2 March 2022.	
8.12.21	**COG-49/21**	**Patient Experience Group (PEG) Report**	Invite the Director of Strategy and Sustainability to a PEG meeting	**AS**	14.2.21	Invited but was unable to make the meeting. Postponed to later on in the year.	✔
8.12.21	**COG-51/21**	**Membership and Community Engagement Group**	Consider holding a virtual members' event taking into account pressures on the Trust	**AS**	ASAP	Pressures continued January through to February. Will take up with Membership and Community Engagement Group	✔
8.12.21	**COG-51/21**	**Membership and Community Engagement Group**	Liaise with the Director of Strategy and Sustainability and Edwin Addis re linking in with the strategy and becoming a community hub	**LE**	ASAP		
8.12.21	**COG-53/21**	**Performance Report**	Share outpatient appointments presentation with Governors	**AS**	ASAP	Sent 9.12.21	✔
8.12.21	**COG-54/21**	**Membership of the Council of Governors**	Discuss amalgamating the Rest of England constituency with another	**AS**	16.5.21	Constitution Committee meeting arranged for 16 May 2022	✔
8.12.21	**COG-56/21**	**Collaborate – Draft Trust Strategy Refresh**	Share presentation with Governors	**AS**	ASAP	Sent 9.12.21	✔
8.12.21	**COG-56/21**	**Collaborate – Draft Trust Strategy Refresh**	Share feedback from Woking BC with Director of Strategy and Sustainability	**DH**	ASAP		
8.12.21	**COG-56/21**	**Collaborate – Draft Trust Strategy Refresh**	Once Governors have had time to digest the presentation to forward any questions to the	**All**	ASAP		

			Director of Strategy and Sustainability via the Membership and Engagement Manager				
8.12.21	**COG-57/21**	**Any Other Business**	Make arrangements for a Lead Governor election	**AS**	Dec/Jan 2021	Complete	✔