

**Minutes of the Members' Council meeting held at 09.30 on 9 May 2023**

**Hybrid meeting  
Large Conference Room, Fieldhead Hospital, Wakefield  
and Microsoft Teams**

<b>Present:</b>	Marie Burnham (MBu)	Chair
	Jacob Agoro (JA)	Staff – Nursing
	Charles Elliott (CE)	Public – Wakefield
	Rumaysah Farooq (RF)	Public – Kirklees
	Ian Grace (IG)	Staff – Medicine and Pharmacy
	Claire Den Burger-Green (CDBG)	Public - Kirklees
	Laura Habib (LH)	Staff – Nursing support
	Sara Javid (SJ)	Public - Kirklees
	Adam Jhugroo (AJh)	Public – Calderdale
	Rosie King (RK)	Public – Wakefield
	John Laville (JL)	Public – Kirklees (Lead Governor)
	John Lycett (JL)	Public – Barnsley
	Andrea McCourt (AMc)	Appointed – Calderdale and Huddersfield NHS Foundation Trust
	Helen Morgan (HM)	Staff – Allied Health Professionals
	Bob Morse (BM)	Public – Kirklees
	Cllr Mussarat Pervaiz (MP)	Appointed – Kirklees Council
	Reini Schühle (RS)	Public – Wakefield
	Phil Shire (PS)	Public – Calderdale
	Susan Spencer (SS)	Appointed – Barnsley Hospital NHS Foundation Trust
	Keith Stuart-Clarke (KSC)	Public - Barnsley
<b>In attendance:</b>	Mark Brooks (MBr)	Chief Executive
	Mike Ford (MF)	Senior Independent Director
	Chris Lennox (CL)	Director of Services (Adult and Older Peoples Services)
	Erfana Mahmood (EM)	Non-Executive Director
	Natalie McMillan (NMc)	Non-Executive Director
	Greg Moores (GM)	Chief People Officer
	Kate Quail (KQ)	Non-Executive Director
	Mandy Rayner (MR)	Non-Executive Director/ Deputy Chair
	Adrian Snarr (ASn)	Executive Director of finance, estates and resources
	Darryl Thompson (DT)	Chief Nurse and Director of quality and professions
	David Webster (DW)	Non-Executive Director
	Julie Williams (JW)	Deputy Director of corporate governance, performance and risk

Asma Sacha (ASa)	Corporate Governance Manager (Author)
Anthony (Tony) Jackson (AJ)	Corporate Governance Administrator
Gavin Richardson	Communications Manager
Chanelle Evans	NHS Graduate Management Training Student (observing)

<b>Apologies:</b>	<u>Members' Council:</u>	
	Cllr Howard Blagbrough (HB)	Appointed – Calderdale Council
	Tanisha Bramwell (TB)	Public – Kirklees
	Bob Clayden (BC)	Public - Wakefield
	Daz Dooler (DD)	Public – Wakefield
	Cllr Brenda Eastwood (BE)	Appointed – Barnsley Council
	Gary Ellis (GE)	Appointed – Mid Yorkshire Hospitals NHS Trust
	Warren Gillibrand (WG)	Appointed – University of Huddersfield
	Leonie Gleadall (LG)	Staff – non-clinical support
	Daniel Goff (DG)	Public – Barnsley
	Christopher Matejak (CM)	Public - Calderdale
	Fatima Shahzad (FS)	Public – Rest of Yorkshire and Humber
	Elaine Shelton (ES)	Appointed – staff side organisation
	Nik Vlissides (NV)	Staff – psychological support
	<u>Attendees:</u>	
	Carol Harris (CH)	Chief operating officer (sent deputy)
	Sean Rayner (SR)	Director of provider development
	Dr Subha Thiyagesh (ST)	Chief medical officer
	Salma Yasmeen (SY)	Deputy Chief Executive/ Director of strategy and change
	Andy Lister (AL)	Head of Corporate Governance/ Company Secretary

### **MC/23/13 Welcome, introductions and apologies (agenda item 1)**

Marie Burnham (MBu) formally welcomed everyone to the meeting, apologies were noted as above. The meeting was quorate and could proceed.

MBu reported that the meeting is being recorded to support minute taking. The recording will be deleted once the minutes have been approved (it was noted that attendees of the meeting should not record the meeting unless they had been granted authority by the Trust prior to the meeting taking place). Attendees who were joining virtually were kindly requested to remain on mute, unless speaking.

**It was RESOLVED to RECEIVE the welcome, introductions and apologies as described above.**

### **MC/23/14 Declarations of Interests (agenda item 2)**

Declarations of interests were received from newly appointed governors who commenced their post from 1 May 2023 and existing governors as an annual process. There are some declarations that are outstanding which will be updated in due course.

**It was RESOLVED to NOTE the individual declarations from governors.**

**MC/23/15 Minutes of the previous Members' Council meeting held on 24 February 2023 (agenda item 3)**

Phil Shire (PS) informed that he attended the Members' Council meeting on the 24 February 2023 but was put down as apologies.

**Action: Corporate Governance Team to amend**

**It was RESOLVED to AGREE the minutes of the Members' Council meeting held on 24 February 2023 as a true and accurate record with the noted amendments.**

**MC/23/16 Matters arising from the previous meeting held on 24 February 2023 and action log (agenda item 4)**

**MC/23/06a**

John Laville (JL) informed that he has been progressing the issues raised by the carers forum. JL said this action was complete but if there are any further issues then this will be discussed during regular meetings.

**MC/23/06d**

Julie Williams (JW) informed Members' Council that she is currently liaising with the Deputy Director of Finance, Rob Adamson and they are reviewing the process in relation to digital expenses. JW informed she will liaise directly with governors once she has further information.

**Action: JW to review and report back to governors**

**MC/22/63**

Mark Brooks (MBR) provided an update to the Members' Council and informed that the Good Governance Institute (GGI) was commissioned to carry out a review of Greater Manchester Mental Health (GMMH) NHS Foundation Trust and their findings were published on the 28 March 2023. It was agreed for this item to be discussed at the Members' Council Quality Group.

**Action: Corporate Governance to bring this item to the Members' Council Quality Group.**

**It was RESOLVED to NOTE the Action log of the Members' Council.**

**MC/23/17 Chair's report and feedback from Trust Board (agenda item 5)**

MBu explained the purpose of her report and the Chair and Non-Executive Director activity.

JL explained there are quite a few abbreviations in the report, and he asked whether this could be rectified for future reports. JL suggested the use of glossary at the end of documents.

**Action: Corporate Governance team to action.**

**It was resolved to NOTE the Chairs' report.**

## **MC/23/18 Chief Executive's Comments on the operating context (agenda item 6)**

MBr explained it has been a challenging winter and the Trust has also been directly and indirectly affected by industrial action since 2022. There is positive work that is taking place across the Trust.

MBr stated that the Trust budget is going to be challenging and during the Covid response the Trust were given additional monies to help the Trust to respond to the pandemic, but the Trust has a high demand on services. MBr gave an example of the Child and Adolescent Mental Health Services (CAMHS) stating that the number of people accessing the service has increased to almost 38%. There is high level of demand and patient acuity. Whilst the majority of the care is provided in the community, this has put pressure on the use of out of area beds with the use of 15 to 16 independent sector beds.

MBr said our Integrated Care Boards became live organisations in July 2022 and already they have been informed to make 30% cost saving by 2025 and 20% of that should be delivered in 12 months. The ICSs are producing a 5 year plan/strategy and the Trust is working with our partners in places to contribute to this.

MBr said workforce remains a challenge and vacancies are not always filled in the most demanding areas. This is being continually reviewed.

MBr said the Trust recognises how innovative staff work and the Trust felt its first face to face excellence awards since the pandemic on the 4 May 2023 and there were over 220 nominations. He explained it was an inspiring evening.

MBr explained teams are working on the annual report, quality report and internal auditing.

**It was resolved to NOTE the Chief Executives comments on the operating context.**

## **MC/23/19 Members' Council Annual items (agenda item 7)**

### **MC/23/19a Annual report unannounced/ planned visits (item 7.1)**

Darryl Thompson (DT) explained the purpose of this paper which provides the Members' Council with oversight and assurance around a recent unannounced inspection by the Care Quality Commission (CQC) to older people's services. The paper also outlines an update on Quality Monitoring Visits (QMV's) for the last 12 months.

He explained the CQC visited two older peoples inpatient units called Poplars in Hemsworth and Ward 19, Priestley Unit in Dewsbury. This report shares the feedback and also the actions and recommendations. He explained within each ward and care group there is an improvement plan. DT explained the report shows positive interactions with staff and how positive the staff were about the culture of working within the Trust and there were some areas for improvement particularly around observations of patients.

DT said the Trust also carry out Quality Monitoring Visits (QMV's) which is an internal review process which is attended by governors and Non-Executive Directors. MBr explained to governors that QMV's are a really good opportunity and gives a good insight. DT explained future planning of QMV's allows for services to prepare themselves for CQC visits and to learn and understand what is looked at during a CQC inspection.

JL asked about the frequency of the QMV's and how many visits had taken place over the last 12 months. JL asked whether the frequency of the QMV's are increasing. DT

explained there was a reduction due to restrictions with Covid. JL explained if there should be a target number of QMVs a month. DT said the Trust is a big organisation and we can't get around everywhere frequently. DT explained the QMVs are full days and they are really detailed and the Trust is looking at quality governance and are working in partnership with our neighbours in the Integrated Care System (ICS). MBu explained that there is not only QMVs but director visits and other activities taking place. MBu asked DT whether it would be useful to bring back a paper to the Members' Council on how we can assure the Members' Council. MBu said we also need to factor in Covid 19 outbreaks and how this has reduced many visits.

**Action: DT to report back to a future Members' Council regarding QMVs to provide assurance.**

Phil Shire (PS) asked about the inspection of Poplars and asked why the inspection was paused and he noticed nothing serious was highlighted in the action plan. DT explained the CQC found challenges on one of the wards and high level of assurance on another and took a step back and allowed the Trust to start the review of the older peoples mental health services over a two week period. DT said services carried out a review and the CQC were comfortable with the feedback and were assured with the feedback. PS asked about the grading. DT said with this type of inspection, it was not to influence the grading, but it was part of a wider well led review.

Rosie King (RK) said she has participated in unannounced visits with the expert by experience team, she asked whether it was a conflict of interest to be a governor as well as participating in this. MBu said no.

Claire Den Burger Green (CDBG) explained she also took part in unannounced visits through expert by experience. She explained she was concerned about doing QMVs when the concerns are raised rather than just doing the QMVs according to a schedule, but she also understands that the visits are done when they have not been done in a while. She asked who participated in the QMVs. She also asked whether those people participating in the visits have a template to follow and a plan and set of questions.

DT responded that there is a team of people who participate in the QMV which includes a Non-Executive Director, governor, Manager and each member of the panel receives a pack and it highlights concerns, complaints, performance and staff survey. It also includes a plan as to a list of service users and carers who have agreed to participate and a list of questions. The QMV also involves safeguarding colleagues with clinical experience. MBu said staff also meet in a review panel and it is recorded. CDBG asked whether new governors would obtain this support. MBu encouraged new governors to participate.

Andrea McCourt (AMc) asked whether the Trust were aware of concerns before the CQC visits. DT said concerns raised are discussed by the Executive Management Team and they were being discussed in the risk panel.

**It was resolved to RECEIVE the annual report unannounced/ planned visits update.**

**MC/23/19b Care Quality Commission (CQC) action plan (item 7.2)**

DT explained this paper provides assurance to the Members' Council of the work undertaken and that remains ongoing around the CQC actions from the Trust's last inspection in 2019. This report contains information from regular reports which are reviewed in detail at Clinical Governance and Clinical Safety Committee and the Executive Management Team. He explained this was a summary of our rating at the time.

He explained particular areas that was flagged was record keeping and clinical risk assessments and care planning compliance and the measure of people receiving a copy of their care plan. DT explained there are regular reports going into the Executive Management Teams and Clinical Governance and Clinical Safety Committee.

Keith Stuart Clarke (KSC) explained he asked about the use of photo IDs for governors participating with QMVs which was an issue as not everyone has a passport. He said he was glad that governors have lanyards and name badges now. MBu encouraged governors to sign up to observe the Clinical Governance and Clinical Safety Committee to gain further insight and assurance.

**It was resolved to RECEIVE the CQC action plan.**

#### **MC/23/20 Members' Council business items (item 8)**

##### **MC/23/20a Associate Non-Executive Director Appointment(s) (item 8.1)**

Greg Moores (GM) explained that this paper was to update the Members' Council on the recruitment process for the Associate Non-Executive Director's and agree the recommendations from the Nominations committee to appoint Dr Rachel Lee and Rokaiya Khan as Associate Non-Executive Directors. He explained they were non-voting roles, they won't be chairing Trust committees and the recommendation is to appoint them on a 2 year term.

GM said Dr Rachel Lee was recommended for the clinical post and Rokaiya Khan was recommended for the non-clinical role. Their background was explained in the paper and they were both strong candidates.

JL explained the process was thorough and the Trust used a new recruitment agency. He explained there were high number of applications, and the Trust used stakeholder panels which KSC also attended. JL said he took part as a lead governor and staff governor and the Race, Equality and Cultural Heritage (REACH) network lead, Jacob Agoro (JA) was also on the panel. JL explained it was well run and he was happy with both applicants. No objections were raised to appoint them as Associate Non-Executive Directors.

The Members' Council approved the appointment of Rachel Lee and Rokaiya Khan.

**It was resolved to APPROVE the recommendation from the Nominations Committee to appoint Dr Rachel Lee to the role of Associate Non-Executive director (Clinical role) and to appoint Rokaiya Khan to the role of Associate Non-Executive director (Non-Clinical role) with South West Yorkshire Partnership NHS Foundation Trust for a two year term.**

##### **MC/23/20b Deputy Lead Governor appointment (to be taken as read and submit questions in advance) (item 8.2)**

(Claire Den Burger Green (CDBG) left the meeting).

MBu explained this paper was to consider the recommendation from Nominations Committee to appoint Claire Den Burger-Green as Deputy Lead Governor.

MBu said CDBG was the only nomination, and it is non contested. JL said CDBG will make a good Deputy Lead Governor and it was important for him to speak to someone else in the team to go over ideas and explore new suggestions or improvements to the Members' Council.

Members' Council agreed with the recommendation to appoint CDBG as Deputy Lead Governor.

CDBG re-entered the meeting and the decision was relayed to her. She thanked the Members' Council.

**It was resolved to APPROVE the RECOMMENDATION from Nominations Committee to appoint Claire Den Burger-Green as Deputy Lead Governor for three years term of office from 1 May 2023 to 30 April 2026.**

**MC/23/20c Governor feedback and appointment to Members' Council groups (to be taken as read and submit questions in advance) (item 8.3)**

JL said he has spoken to new governors and asked them what they hoped to achieve from being governors and why they put themselves forward. JL said he was delighted with increasing the number of young governors and he was pleased that some of our new governors wanted to talk about why they applied.

Rumaysah Farooq (RF) said she was elected to represent Kirklees. She explained she put herself forward to be more involved in organisations especially because our Trust is predominantly mental health. She explained as a young student in her final year, she found the stress with exams very challenging, and she wants to ensure that the younger demographic is heard. She explained she has many ideas, and she is looking forward to working with everyone and gain understanding of the work of the Trust. MBu said it was really important to represent a younger voice and welcomed her to the Members' Council.

Ian Grace (IG) said he is a Pharmacist representing the medic and pharmacy team. He explained he has worked as a Pharmacist for the Trust for a number of years and has worked in various aspects of healthcare. He said he has also worked in the community as well as the inpatient ward. He spoke about his time on the ward and how he participates in ward rounds. IG said he has looked into the governor role and felt there was a lot he could bring to the role. MBu thanked IG and welcomed him.

Bob Morse (BM) explained he has been involved in a lot of different roles in his career. He said a few years ago he set up a charity called Platform One. He said it centres around men's mental health across Kirklees and Calderdale. He explained he has learned a lot about what works for people experiencing mental health and access to mental health services. He said his constituents have been socially prescribed to his charity. MBu thanked him for his passionate story and welcomed him.

JL explained the purpose of the paper is to support the appointment of governors to the Members' Council groups, Nominations Committee and Trust Board Equality & Inclusion Committee.

JL highlighted that there are four Members' Council groups with vacancies for governors to participate and to become a member, and an invitation was sent to all governors to seek interest and self-nominate.

He explained Phil Shire (PS) has put himself forward for the Nominations Committee, this was the only self-nomination and PS will automatically fill the vacancy.

MBu encouraged governors to apply for the available vacancies. JL said any governor can also sit in on the coordination group and the quality group as a non-member.

**Action: Corporate Governance Team.**

**It was RESOLVED to RECEIVE the governor feedback.**

**It was resolved to RECEIVE the update and NOTE Phil Shire has filled the public governor vacancy for Nominations Committee from 1 May 2023.**

**MC/23/20d Assurance from Members' Council groups and Nominations Committee including (to be taken as read and submit questions in advance) (item 8.4)**

MBu explained the following paper includes the Members' Council group assurance and asked for comment. Members' Council were happy to receive the notes and annual reports.

CDBG said Item 8.4j, Members' Council Quality Group terms of reference shows that there is a Kirklees governor vacancy and she was the Kirklees governor from 2022/23.

**Action: Corporate Governance Team to amend.**

**It was resolved to RECEIVE the assurance and approved notes/minutes from the Members' Council Co-ordination Group, Members' Council Quality Group and Nominations Committee.**

**It was resolved to RECEIVE the annual reports for 2022/23 and APPROVE the updated Terms of Reference for the Members' Council Co-ordination Group, Members' Council Quality Group and Nominations Committee subject to any amendments.**

**MC/23/20e Consultation/ review of Audit Committee terms of reference (to be taken as read and submit questions in advance) (item 8.5)**

Mike Ford (MF) explained the purpose of this paper was to consult with the Members' Council on the updates to the Audit Committee's Terms of Reference. The updates were approved by Trust Board on 25 April 2023. He explained the remit of the group has been expanded to cover health and safety and management of safety and emergency response. He said the other change was for at least one non-executive member of the committee to have recent and relevant finance experience. There was also an addition in relation to the appointment of the Chair and work on counter fraud.

Charles Elliott (CE) asked about service delivery and performance and whether this was covered in the Audit Committee. MF explained this was covered in the Finance, Investment and Performance Committee. MBu said all the committees feed into the Audit Committee and they have overall assurance of all the sub committees of the Trust Board.

**It was resolved to RECEIVE the updates to the Terms of Reference for the Audit Committee.**



### **MC/23/20f Members' Council elections – outcome (item 8.6)**

Julie Williams (JW) updated Members' Council on the outcome of the election process for 2023. She explained that all seats were successfully recruited to except the staff governor seat for social care staff in integrated teams. JW said she will try and do some outreach work in this area for the next election.

JL thanked the corporate governance team for their work to ensure the Trust had a good representation of governors. He explained Daz Dooler (DD) has done some great work with younger people and also there was some good work with the roadshow JL attended with MBu, Asma Sacha (AS), Anthony Jackson (AJ) and Warren Gillibrand (WG) at the University of Huddersfield.

JL said the turn out to vote in the elections was not a high number at only 3.4% and governors and the Trust need to work on engagement with members of the public.

Charles Elliott said his surname was spelt incorrectly on the paper.

**Action: Corporate Governance Team to amend.**

**It was resolved to RECEIVE the election update.**

### **MC/23/21 Integrated Performance Report (item 9)**

Kate Quail (KQ) and Adrian Snarr (AS) presented the IPR for Quarter 4 2022/23.

AS explained that these performance figures are used for reports and performance hotspots. He explained there were marked against RAG ratings (red/amber/green).

KQ said despite the pressure on teams the Trust was meeting its targets and making improvements in some areas.

KQ said there is concerns in a few areas, such as the admission of children and young people in inpatient wards. She said there are robust governance arrangements and safeguarding and admission is discussed in the Trust liaison meetings and it is due to unavailability of national beds. KQ said this also has an impact on the Trust bed availability which also leads to out of area placements. Inappropriate out of area day beds is always done as a last resort and this is a national issue across the country, it was not routine.

KQ said in March 2023 the Trust saw a greater demand placed on the flexible staffing resource than in the previous month. This has been for a number of reasons including; ongoing increased acuity on the inpatient areas, substantive staff utilising their annual leave prior to the year end, ongoing sickness and vacancies. There continues to be fluctuations within most wards with an overall decrease in the total fill rate.

KQ explained the performance figures for workforce is that bank and agency spend continue to remain high to support the safer staffing gaps in workforce caused by absence and vacancies in the services. This is primarily in the ward-based service areas.

She explained vacancies remain high across the Trust although decreased slightly from the end of Q3 which was 18.1% compared to 17.6% at the end of Q4. Staff turnover for the year was 13.5%. This is an improvement on previous quarters (Q1 15.4%, Q2 14.8%, Q3 14.2%).

Recruitment activity was up during Q4 2022/23. 193.6 Whole Time Equivalent (WTE) starters joined in the period. 141.7 WTE staff left during the quarter. Sickness absence rates in Q4 2022/23 (including Covid absence) remain at 5.3%, this is the same level as reported at Q3 and remains above the target of 4.5% and the Trust is below the national average.

MBu said there are training sessions on the Integrated Performance Report (IPR) which will inform new governors how it links together and to review the threshold. CDBG explained an in-house governor training session has been scheduled to take place on the 24 May 2023, 10 – 11am, MS teams. Governors agreed that this would be helpful.

KQ said the Trust encourages staff to report incidents and to grade it and to review the incidents, this was very important.

KQ explained there was a slight increase in Covid 19 outbreak on the ward in March 2023. The Infection Prevention and Control requirements continue to be reviewed and updated in line with emerging national guidance and staff feedback.

KQ said despite the pressure there was good feedback from the patient experience – friends and family test (FFT);

95% of respondents in March 2023 would recommend community health services.

83% of respondents in March 2023 would recommend mental health services.

The Trust continues to explore other creative ways of gaining feedback on our services.

GM provided an overall update to workforce and informed governors he will be able to bring another paper to a future Members' Council to discuss the results of the staff survey.

#### **Action: Corporate Governance Team**

KQ said the Trust ended the year at a surplus of £3.2m. AS said the Trust delivered this and it was getting financially tighter and we are moving to a breakeven position. He said the Trust key areas are workforce and to achieve this there will need to be a cut in agency spend. He explained there isn't sufficient capital and there maybe difficult decisions as to how we spend money.

Phil Shire (PS) said the IPR comes to the Members' Council Quality Group as a whole document and any new governors interested in attending the group are welcome if they wish to discuss the report further.

PS highlighted the CAMHS referral to treatment was 18 weeks and this was increasing even though there was no threshold (slide 4). MBr explained that children are interpreted another way so 78% are seen within 18 weeks. MBr said we may not be able to maintain this level due to referral rates and how many the Trust is contracted to see. MBu said this was a challenging area and the Trust is reviewing this in terms of third sector support.

CDBG asked whether the waiting lists for CAMHS was reduced because they were contracted out to private agencies. She said she was aware of one case from SWYPFT in relation to a child and Autism services. MBr said this was not the case and explained the Autism and ADHD assessments are being sent to other areas but this was not applicable to CAMHS services.

KQ explained that in addition to assurance about waiting lists, the Trust also give assurance that young people and families are safe whilst they were on the waiting list. KQ said the Trust has a range of mechanisms in place and has put additional services in place.

JL said it was good to see the turnover rate coming down, but the CQC report shows that staff were not getting their appraisals and he has seen information in the Trust communications requesting that staff approach their managers for an appraisal. JL said it is the line managers responsibility to make the appointment for staff appraisal. MBr said the appraisal figures have increased and the areas we have seen a dip in are those areas which are under pressure and he advocates that staff need regular one to ones, feedback and appraisal.

**It was resolved to RECEIVE the Integrated Performance Report**

**MC/23/22 Closing remarks and annual work programme 2023/24 (item 10)**

**It was resolved to RECEIVE the annual work programme 2023/24.**

**MC/23/23 Members' Council meetings (item 11)**

Hybrid meetings

Wednesday 16 August 2023

**Wednesday 27 September 2023 – Annual Members' Meeting (confirmed)**

Friday 17 November 2023 (including Joint Trust Board and Members' Council)

Friday 23 February 2024

**It was resolved to APPROVE the Members' Council meeting dates.**

**MC/23/24 Any other business (item 12)**

- CE said he would like to bring a paper to the next Members' Council meeting on neurodiversity. MBu said she has responded to his email, and he can take this discussion at the next Members' Council Quality Group meeting. JW said she will be in touch with him to discuss this further.

**Action: Corporate Governance Team to arrange a meeting between JW and CE.**

- KSC asked whether nursing staff who worked for the Trust came from around the locality or far away, GM discussed the workforce.
- MF informed governors that alongside observing committees, governors can also attend the Q&A sessions with the executive board. He explained it was a good opportunity for governors to find out the workings of the committee.

**Action: Corporate Governance Team to re-circulate the Q&A dates.**

*Close of Members' Council meeting*