

**Council of Governors Meeting**  
**Minutes of the Meeting held in Public**  
**Thursday, 23 January 2020**  
**at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe**

<b>Present</b>	
Mr D Dunn	Chairman
Dr K Birch	Lead Governor and Public Governor (Vale Royal)
Mr T Ashcroft	Public Governor (Vale Royal)
Mr G McCourt	Public Governor (Vale Royal)
Mrs B Beadle	Public Governor (Crewe and Nantwich)
Mrs J Roach	Public Governor (Crewe and Nantwich)
Mrs J Ollier	Public Governor (Congleton)
Mrs P Psaila	Patient and Carer Governor
Mrs M Leverington	Patient and Carer Governor
Mrs V Pickford	Patient and Carer Governor
Mr R Stafford	Patient and Carer Governor
Mr J Pritchard	Patient and Carer Governor
Mrs H Piddock- Jones	Staff Volunteer Governor
Mr R Platt	Staff Governor (Non-Clinical Support Staff)
Mrs J Newman	Staff Governor (Nursing & Midwifery Staff)
Ms C Birch	Staff Governor (Rep. of Trade Unions and Staff Organisations)
Mrs L Evans	Staff Governor (Clinical Support Staff)
<b>In attendance</b>	
Mrs H Barnett	Director of Workforce and OD (to item CoG/20/01/15)
Mr T Brocklebank	Non-Executive Director (to item CoG/20/01/15)
Ms L Butcher	Non-Executive Director (to item CoG/20/01/15)
Mr J Church	Non-Executive Director (to item CoG/20/01/15)
Mr M Davis	Non-Executive Director (to item CoG/20/01/15)
Mr R Favager	Director of Finance (to item CoG/20/01/15)
Mrs A Freeman	Chief Information Officer (to item CoG/20/01/15)
Mr M Luckas	Medical Director (to item CoG/20/01/15)
Ms L Massey	Non-Executive Director (to item CoG/20/01/15)
Mr C Oliver	Chief Operating Officer (to item CoG/20/01/15)
Mr L Philpott	Non-Executive Director (to item CoG/20/01/15)
Mr J Sumner	Chief Executive Officer (to item CoG/20/01/15)
Mrs K Dowson	Head of Corporate Governance & Trust Secretary
<b>Apologies</b>	
Mr B Selby	Public Governor (Crewe and Nantwich)
Mrs G Alasadi	Public Governor (Crewe and Nantwich)
Mr M Perry	Public Governor (Vale Royal)
Mr M Long	Patient and Carer Governor
Mr P Colman	Partnership Governor (Chambers of Commerce)
Mrs J Ollier	Public Governor (Congleton)
Mr N Boyce-Cam	Staff Governor (Medical and Dental Practitioners)
Cllr G Lewis	Partnership Governor (Cheshire West & Chester Council)
Dr A Wilson	Partnership Governor (Cheshire CCG)
Mrs J Tunney	Director of Nursing and Quality

<b>CoG20/01/1</b> 20/01/1.1	<b>Welcome and Apologies for Absence</b> The Chairman welcomed everyone to the meeting, in particular Mrs Freeman who was attending her first meeting as Chief Information Officer and Mr Favager attending for the first time as the substantive Director of Finance and Strategic Planning. The Chairman also noted that it was the first meeting since the sad news that Cllr Dorothy Flude, Partnership Governor for Cheshire East Council had died. The Chairman also noted the passing of Mr Dennis Fricker, previously a Patient & Carer Governor. The Chairman advised that he had written to the families of Cllr Flude and Mr Fricker on behalf of the Trust.
20/01/1.2	The Chairman noted the apologies for absence.
<b>CoG20/01/2</b> 20/01/2.1	<b>Interests to Declare</b> There were no new interests declared and no interests declared in relation to any open items on the agenda.
<b>CoG20/01/3</b> 20/01/3.1	<b>Patient Story – Maternity and Post-Natal Care</b> Mr Luckas introduced the patient story which was in regard to a mother who gave birth to her second child at Leighton Hospital following a difficult first birth. The patient was very positive about her experience and the after care in the community despite further complications with her second child's birth. Unfortunately, the audio was too weak and the story could not be heard sufficiently to lead to a discussion.
<b>CoG20/01/4</b> 20/01/4.1	<b>Governor Discussion Topic – Short-term Cancellations</b> Mr Oliver presented the work the Trust has undertaken following a Governor enquiry raised by Mrs Ollier and Mr Boyce Cam in regard to short-term cancellations to elective procedures. Mr Oliver noted that while on the day cancellations have always been tracked and reported nationally, cancellations made between 24 hours and seven days ahead of the procedure had not been tracked before.
20/01/4.2	Mr Oliver outlined the work that was reviewed in order to understand this issue. Mr Oliver presented the reasons for on the day and short-term cancellation, 2% of which are patient initiated and 1% hospital initiated which is good compared to peers. Mr Oliver highlighted the big improvement in previous day cancellations from 19 down to 13 or less in a month, this has been in part by conducting a review of high-risk patients as flagged at pre-operative assessments (POAC).
20/01/4.3	Mr Oliver noted that the Trust is good at keeping cancellations at under two days to a low level. There is a larger number of three to seven-day cancellations, 63% of these are patient initiated. The Trust is now going to review why patients cancel and try to reduce these, it may be that patients are not getting enough notice as 48% of these are cancelled because of 'inconvenience'. Mr Oliver detailed the reasons why the Trust cancels operations, 57% is due to emergency cases and the most cancellations happen in Ophthalmology and Orthopaedics.
20/01/4.4	Mr Oliver advised that there is a 90-day improvement plan starting on three to seven day cancellations and invited Governors who are interested to join the project alongside patient representatives. Ms Butcher asked what the cost implications of cancellations are. Mr Oliver replied that about 1,800

	<p>patients are cancelled each year which equates to about £2.7m of wasted time although the Trust performs better on this than many. Mr Luckas commented that it is important to recognise that cancellations cannot be zero as theatre lists are put together based on average operating times and sometimes surgery takes longer than anticipated.</p> <p>Dr Birch thanked Mr Oliver for the presentation which was interesting and it is positive to note the plans in place to make improvements so that greater efficiencies can be achieved. Mrs Newman added her thanks, noting that as a member of the POAC team she has seen the impact of cancellations on patients. Mrs Newman added that she would be pleased to work on the project with the transformation team. Mr Sumner welcomed the input of patients as this will provide valuable insight.</p> <p>The Chairman asked what happens to a patient if a procedure is cancelled. Mr Oliver advised that if it is on the day then the patient must be brought back within 28 days; this is a mandated standard which the Trust meets. For other patients it depends on the speciality, but patients continue to be scheduled in chronological order. If a patient regularly cancels or fails to attend, then the consultant would consider whether to write to their GP to re-refer them which would start the 18 weeks again. The Trust no longer has the option to pause the waiting time. The Chairman thanked Mr Oliver and the team and suggested that Governors would be interested in an update later in the year.</p> <p><b>ACTION: Update on short-term cancellations to be added to a future Council of Governors meeting (Mrs Dowson).</b></p> <p><b>Resolved:</b> The Governors noted the presentation and work undertaken in response to a Governor enquiry.</p>
<b>CoG20/01/5</b> <b>CoG20/01/5.1</b>	<p><b>Minutes of the Last Meeting</b>  <b>Thursday 24 October 2020</b></p> <p>The minutes of the last meeting held on 24 October 2019 were agreed as a true and accurate record of the meeting.</p>
<b>CoG20/01/6</b>	<p><b>Matters Arising and Action Update</b></p> <p>The Chairman noted that there was one outstanding action from the last meeting which is the report on short-term cancellations presented to Governors today.</p>
<b>CoG20/01/7</b> <b>CoG20/01/7.1</b> 20/01/7.1.1	<p><b>Chairman's Report</b>  <b>Chat with the Chairman – 19 November 2019</b></p> <p>The Chairman thanked the Governors who had attended this meeting and discussed the CQC inspection which was still pending at that time, how the new CEO was settling in and his impact and the appointment process for the substantive Director of Finance &amp; Strategic Planning and the Non-Executive Director appointment process.</p>
<b>CoG20/01/7.2</b> 20/01/7.2.1	<p><b>NEDs and Governors - 5 December 2019</b></p> <p>The Chairman reported that Governors had met with the Non-Executive Directors (NED) and discussed similar topics to the Chat with the Chairman CQC, the mock CQC inspection and feedback and the impromptu visit by the Secretary of State for Health and Social Care during the election</p>

	<p>campaign. Mr Hancock visited A&amp;E and spoke to staff about the pressures and informally promised to come back and open the extension if he remained in post. The Committee Chairs present also gave an update on the work of the committees.</p>
<b>CoG20/01/7.3</b> 20/01/7.3.1	<p><b>Governor Changes</b></p> <p>The Chairman formally noted the death of Cllr Dorothy Flude, partnership Governors representing Cheshire East Council. Cllr Flude was a passionate advocate for the Trust and in public service all her life and will be greatly missed. The Chairman also reported the death of Mr Dennis Fricker, previously patient and carer Governor for the Trust. He was a real ambassador for Parkinson's sufferers locally, tenaciously pushing successfully for the appointment of a Parkinsons Nurse. The Chairman noted that he had written to the families of Mr Fricker and Cllr Flude to send condolences on behalf of the Board of Directors and Council of Governors.</p>
20/01/7.3.2	<p>The Chairman announced that he had two further resignations to report, Dr Gladys Pearson, representative of Manchester Metropolitan University has resigned as MMU no longer have a presence at their campus in Crewe. The Chairman advised that Dr Jonathan Griffiths a partnership Governor representing Vale Royal Clinical Commissioning Group (CCG) has resigned following the merger of the Cheshire CCGs into one combined body. Dr Andrew Wilson, previously the representative for South Cheshire CCG has been appointed Chair of the combined CCGs. The Chairman advised that he has formally thanked both Governors for their contributions.</p>
<b>CoG20/01/7.4</b> 20/01/7.4.1	<p><b>Director of Finance Recruitment</b></p> <p>The Chairman was pleased to report that following an external search Mr Favager has been appointed into the permanent Director of Finance &amp; Strategic Planning role. Mr Favager commented that he was very pleased to part of the future of the Trust.</p>
<b>CoG20/01/7.5</b> 20/01/7.5.1	<p><b>CQC Inspection</b></p> <p>The Chairman reported that since the last meeting the Care Quality Commission (CQC) have visited to inspect the Trust a number of times. This includes two planned inspections into Use of Resources and Well Led and three unannounced inspections. The unannounced visits focused on Emergency Care, Medicine and Community Paediatrics. The visits went well and there were no immediate 'must do' actions as a result. The inspection report is expected towards the end of February.</p>
<b>CoG20/01/7.6</b> 20/01/7.6.1	<p><b>Company Secretary Appointment</b></p> <p>The Chairman reminded the Council that the Board had agreed to set up a full Corporate Governance function at the Trust and appoint a fully qualified Company Secretary into the Trust Secretary role and Nominations and Remuneration Committee (N&amp;R) have considered this on behalf of the Council. The Chairman explained that the Company Secretary will provide legal advice to the Board and support to the Executive team at a senior level. Mrs Dowson has been fulfilling this role to a certain level until now and will be undertaking a new role as Head of Corporate Governance and continuing to support the Council of Governors and the Board.</p>

20/01/7.6.2	<p>The Chairman reminded the Council that the appointment of a Trust Secretary is subject to consultation with the Council of Governors, but the timing is such that waiting to the next meeting in April is too long as interviews are next week. There is a Governor on the interview panel and the Trust is committed to consultation with the Governors, but this may need to be done virtually with approval sought with N&amp;R members.</p> <p><b>Resolved:</b> The Governors agreed that confirmation of an appointment to Company Secretary can be done virtually through the N&amp;R Committee. The Governors noted the Chairman's updates.</p>																		
<b>CoG20/01/8</b> <b>CoG20/01/8.1</b> 20/01/8.1.1	<p><b>Non-Executive Director Appointments</b>  The Chairman reported that just before Christmas the Non-Executive Director (NED) interviews took place and Mr Andy Vernon was offered the post of NED, subject to the approval of the Council of Governors, to start on 1 February 2020. The Chairman outlined the background and experience of Mr Vernon which is particularly strong in regard to digital implementation. The Chairman suggested that if approved a biography could be shared with Governors.</p> <p><b>ACTION: Biography for Mr Vernon to be circulated (Mrs Dowson)</b></p> <p><b>Resolved:</b> The Council of Governors approved the appointment of Mr Vernon as NED.</p>																		
<b>CoG20/01/8.2</b> 20/01/8.2.1	<p><b>Senior Independent Director</b>  The Chairman advised that due to the retirement of Mr Davis on 31 January 2020, the post of Senior Independent Director (SID) is vacant. The Chairman reminded the Governors that this role has a direct significance for the council and advised that Ms Massey has agreed to take on the role.</p>																		
<b>CoG20/01/8.3</b> 20/01/8.3.1	<p><b>Board Committees</b>  The Chairman advised that due to the changes in NED roles, a change of committee roles is proposed as in the table below, with Mr Brocklebank taking over the role as Chair of Performance and Finance Committee (PAF).</p> <table border="1" data-bbox="462 1439 1378 1843"> <thead> <tr> <th>Committee</th> <th>Chair</th> <th>Vice Chair</th> </tr> </thead> <tbody> <tr> <td>Performance and Finance</td> <td>Trevor Brocklebank</td> <td>Les Philpott</td> </tr> <tr> <td>Transformation and People</td> <td>Lorraine Butcher</td> <td>Andy Vernon</td> </tr> <tr> <td>Audit</td> <td>Les Philpott</td> <td>Andy Vernon</td> </tr> <tr> <td>Quality Governance Committee</td> <td>Lesley Massey</td> <td>John Church</td> </tr> <tr> <td>Trustee Sub Committee</td> <td>John Church</td> <td>Dennis Dunn</td> </tr> </tbody> </table> <p><b>Resolved:</b> The Governors noted the changes in NED committee responsibilities.</p>	Committee	Chair	Vice Chair	Performance and Finance	Trevor Brocklebank	Les Philpott	Transformation and People	Lorraine Butcher	Andy Vernon	Audit	Les Philpott	Andy Vernon	Quality Governance Committee	Lesley Massey	John Church	Trustee Sub Committee	John Church	Dennis Dunn
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<b>CoG20/01/9</b> 20/01/9.1	<p><b>Governor Election Update</b></p> <p>Mrs Dowson outlined the paper which explains the process of Governor elections and the vacant seats. There are 14 vacancies and 12 existing Governors standing for further terms, Mrs Dowson reminded those Governors standing that completed forms must be submitted by 28 January 2020. Dr Birch clarified that the Other Professionally Qualified Staff is for any staff not just those working in Central Cheshire Integrated Care Partnership.</p> <p><b>Resolved:</b> The Council of Governors noted the elections report.</p>
<b>CoG20/01/10</b> 20/01/10.1	<p><b>Lead Governor Report</b></p> <p>Dr Birch presented the Lead Governor report and noted in particular the positive visit of the Lord Lieutenant of Cheshire to open three newly refurbished areas of the Trust and see the impact on patients and staff. Dr Birch commented on the input of Governors into the CQC Well Led visit and the appointment of a new Non-Executive Director. Dr Birch noted the strong pool of candidates which is testament to the reputation of the Trust and the benefit of maintaining contact with unsuccessful candidates for the future.</p> <p><b>Resolved:</b> The Council of Governors noted the Lead Governor report.</p>
<b>CoG20/01/11</b> 20/01/11.1	<p><b>Lead Governor Appointment</b></p> <p>The Chairman reminded Governors that nominations for the role of Lead Governor had been requested from Governors. Only one nomination has been received which is for Dr Katherine Birch who is currently in the role. The Chairman observed that this endorses the satisfaction felt with the current Governor in the role. The Chairman thanked Dr Birch for her nomination and asked for support for this. The Governors approved the appointment unanimously by a show of hands. Dr Birch thanked Governors and stated that it was an honour and a privilege to represent the Council and the Trust in this role.</p> <p><b>Resolved:</b> The Council of Governors approved the appointment of Dr Katherine Birch to the role of Lead Governor until 31 March 2023.</p>
<b>CoG20/01/12</b> 20/01/12.1	<p><b>Register of Governor Enquiries to Board and Committee Chairs</b></p> <p>The Chairman noted that there had been three enquiries and the responses had been circulated in the papers for the meeting. Mrs Ollier thanked the Director of Pharmacy and noted that there still appears to be some issues in bringing the Trust in line with the whole of Greater Manchester. Mr Oliver advised that he will circulate an update.</p> <p><b>Resolved:</b> The Governor enquiries were noted.</p>
<b>CoG20/01/13</b> 20/01/13.1 20/01/13.1	<p><b>Council of Governor Committees</b>  <b>Draft Minutes of the Membership and Communications Committee – 16 December 2019</b></p> <p>Mrs Beadle updated the Council on the meeting highlighting that the Youth Ambassadors scheme has won the NHS Providers Showcase Award for Engaging Young People. Mrs Beadle added that the Youth Ambassador for this year had joined the December meeting and presented her project which is likely to be very beneficial to the Trust. Dr Birch asked if, given the high</p>

	<p>profile and success of the project, the Trust is linking in with local Further Education colleges to promote the scheme, for example in their newsletters.</p> <p><b>Resolved:</b> The minutes of the Membership and Communications Committee were noted.</p>
<b>CoG20/01/13.2</b> 20/01/13.2.1	<p><b>Minutes of the Nominations and Remuneration Committee (N&amp;R)</b>    The Chairman presented the approved minutes of the last meeting of N&amp;R from 12 November 2019, noting the main item of discussion had been to progress NED recruitment and longlist.</p>
20/01/13.2.2	<p>The Chairman reported that N&amp;R had met again on 2 December 2019 to shortlist for the NED interviews. Three candidates were advanced to the final interview stage. The Chairman also reported that a paper had been received following new guidance from NHS England and NHS Improvement (NHSEI) on NED remuneration and appraisal. NHSEI wish to equalise the roles and remuneration of Non-Executive Directors across Trusts and Foundation Trusts and following discussion with Non-Executive Directors as well, the changes identified have been adopted by the Trust.</p> <p><b>Resolved:</b> The minutes of the meetings were noted.</p>
<b>CoG20/01/14.1</b>	<p><b>Chief Executive's Update Report</b>    Mr Sumner presented the CEO report.  <b>CQC Inspection</b></p>
20/01/14.1.1	<p>Mr Sumner reminded Governors that the Trust was rated as 'Good' overall with the domain of Safe rated as 'Requires Improvement'. The Trust is optimistic that the Safe domain will be rated as 'Good' following the most recent inspection. If CQC had only inspected two domains this would not have been enough to move it, as they have inspected three there is a chance this could change. Mr Sumner recognised the work done by staff to support this change.</p>
20/01/14.1.2	<p><b>Performance</b>    Mr Sumner explained the Trust's performance against the key constitutional targets, noting that all the targets with the exception of the 4-hour transit time performance was passed in this quarter. Mr Sumner noted that the Trust continues to perform comparatively well in all areas except the 4-hour transit time. The new A&amp;E modular build has had a positive impact on patient experience as it has ended corridor waits but as expected it has not changed performance against the 4-hour target.</p>
20/01/14.1.3	<p>Mr Sumner reported that into 2020/21 the Trust needs to find a way to invest more in medical staffing, although the ability to recruit remains a challenge. Positively, two staff grade doctors have been appointed to A&amp;E from April although further medical resource at night is needed. The Trust is commissioning a utilisation review in February to ensure that the Trust is using the resources it has in the right places and at the right times and also to understand why there has been such a significant growth in attendance.</p>
20/01/14.1.4	<p>Mr Sumner advised that the infection control section of this report is to be updated from April to be more focused on a wider range of significant areas, such as how the Trust manages Sepsis. The Chairman welcomed this</p>

	<p>noting that there had been a lot of interest on this area from Governors in the past. Mr Sumner recognised the impact on Sepsis performance previously when there was a Sepsis nurse in place who established the pathway and training which has now been adopted across the Trust. Mr Pritchard noted that the Sepsis working group is still meeting and identifying issues and is working to get implementation across all ward areas. This can be challenging when staff move and change. Mr Luckas replied that Mrs Tunney remains focused on this area which had moved to three corporate nurses as part of their wider roles and this is being reviewed to ensure it remains the right approach.</p>
20/01/14.2.1	<p><b>Financial Position</b></p> <p>Mr Sumner updated the Board on finances, noting the Trust remains broadly ahead of plan, although because of the costs of additional escalation beds and the staff to nurse these the budget is under pressure. Increased demand remains the root cause of many of the challenges the Trust is facing. The Trust is working hard to tackle staff vacancies, and this will be discussed further at the upcoming Board Away Day and will be a key component of the revised Trust strategy.</p>
20/01/14.3	<p><b>System Update</b></p> <p>Mr Sumner noted that the system is being measured on financial issues and Cheshire is one of the furthest from target. The Trust is meeting regularly with regulators and other Cheshire providers to discuss how they can collaborate at scale to make efficiencies and work collaboratively across a wider area to unlock savings without impacting clinical services.</p>
20/01/14.4	<p><b>South Cheshire Private Hospital</b></p>
20/01/14.4.1	<p>Mr Sumner updated the Council on the progress towards the acquisition of South Cheshire Private Hospital (SCPH) on 14 February 2020. BMI are closing their business and the Trust is buying the building to support the growth in activity that will follow. The Trust waiting list will grow while the building is refurbished for six months but the Trust is working on an interim solution to have sufficient staff to complete additional work; this will be discussed at Board in February. The Chairman commented that this is the best solution to manage the influx of patients into the system who would previously have been treated by BMI.</p>
20/01/14.4.2	<p>Mrs Newman noted that previously the Trust has delivered work from Wales to bring in additional income and asked if this was still in place. Mr Sumner replied that the demand was there but there is no capacity to complete the work currently. The new facility once refurbished may allow this work to start again. The work is to bring it up to date including fire safety improvements and improved IT. The plan is to reopen this as a centre of excellence for Orthopaedics as the demand in this area is only going to grow given the expected increase in over 60's locally. The site has ensuite side rooms which suits elective patient care.</p>
20/01/14.4.3	<p><b>Cheshire East Integrated Care Partnership</b></p> <p>Mr Sumner advised that the Trust has agreed in principle to host the new Integrated Care Partnership (ICP) for Cheshire East which will be a partnership of several different organisations. Mr Sumner advised that he will provide more information on what this is at the next meeting.</p>
	<p><b>Resolved:</b> The Council noted the CEO report.</p>

<b>CoG20/01/15</b>	<b>Governor's Questions and Board of Directors Answer Session</b> The Chairman invited the Council to ask any additional questions to the Board. There were no additional questions for the Board of Directors.
<b>CoG20/01/16</b> <b>20/01/16.1</b> 20/01/16.1.1	<b>Any Other Business</b> <b>Perfect Week</b> Mrs Ollier asked if there was any learning or feedback from the recent 'Perfect Week' initiative in the Trust. Mr Oliver advised that this was a national initiative and came at a challenging time for Trusts everywhere. Lots of support came from having non-clinical staff on wards including volunteers and Governors. One of the key successes was an increase in the number of discharges before noon each day which had an impact on the whole system.
20/01/16.1.2	Mrs Piddock-Jones commented that having worked in the Pharmacy there is often confusion about the 'To Take Out' (TTO) drugs as staff will come down for it and find a porter has taken it who may have a number of drops so it will cause a delay for patients waiting to be discharged. Mr Oliver suggested that he and Mrs Piddock-Jones should meet to explore this and noted that the formal feedback session on the week will be tomorrow with a focus on what can be maintained.
20/01/16.1.3	Mrs Piddock-Jones noted that volunteers took hydration trolleys for staff around which were well appreciated. Over 1,300 snacks and 850 bottles of water were given out which highlights the need for water fountains for staff.
<b>20/01/16.2</b> 20/01/16.2.1	<b>Mike Davis</b> The Chairman paid tribute to Mr Davis who is retiring as a Non-Executive Director and attending his last Council meeting. The Chairman thanked Mr Davis for his outstanding contribution to this Trust, as an accomplished Chair and providing wise counsel to the Board and to the Chief Executive. Mr Davis replied that he will continue to take a close interest in the Trust as it remains the Trust where his children were born and holds a special place for him.
20/01/16.2.2	Mr Davis remarked on the extraordinary impact that the Council of Governors has on the Trust and thanked the Governors for their dedication and personal commitment as volunteers which has made this a valuable and valued forum. Mr Davis noted that this Board of Directors remains one of the highest performing he has worked with and noted his confidence that the Trust has the right culture to take the Trust to its next phase.
	<i>Non-Executive Directors and Executive Directors with the exception of Mr Sumner left the meeting.</i>
<b>CoG20/01/17</b> 20/01/17.1	<b>Chief Executive Briefing in private</b> Mr Sumner advised that there was nothing further to add to the briefing already given.
	<i>Mr Sumner left the meeting.</i>
<b>CoG20/01/18</b> 20/01/18.1	<b>Evaluation of Meeting Effectiveness (in private)</b> Mr Ashcroft summarised the meeting asking whether the agenda and meeting gives Governors appropriate and relevant information to do their job. Mr Ashcroft commented that the Trust shares a lot of information with

	<p>Governors and suggested that the meeting does allow Governors to form a view of the approach and focus of the Trust. There is a focus on efficiency and effectiveness, appropriate process and rigour in regard to appointments and finance but also on staff and patients and the impact of decision on them</p> <p><b>Resolved:</b> The Council noted the review.</p>
<b>CoG20/01/19</b> 20/01/19.1  20/01/19.2	<p><b>Date and Time of Next Meeting</b> The next meeting is scheduled to take place on Thursday, 30 April 2020 at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe.</p> <p>The meeting closed at 7.13 pm.</p>