

COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

TUESDAY, 17TH JULY 2018 AT 1.30 PM - 3.40 PM

LECTURE THEATRE TWO (2), EDUCATION AND RESEARCH CENTRE, WYTHENSHAWE HOSPITAL

NOTES OF MEETING

PRESENT:	
Kathy Cowell	Presiding Chair – Group Chairman
Governors - Public Constitu	uency: -
Jayne Bessant	Manchester
Stephen Caddick	Rest of Greater Manchester
Clifford Clinkard	Rest of Greater Manchester
Dr Michael Kelly	Manchester
Karen Morris	Rest of Greater Manchester
Jane Reader	Trafford
Sue Rowlands	Manchester
Suzanne Russell	Manchester
Chris Templar	Eastern Cheshire
Christine Turner	Trafford
Governors – Staff Constitue	ency: -
Rachel Koutsavakis	Non-Clinical & Support
Colin Owen	Non-Clinical & Support
Dr Matthias Schmitt	Medical & Dental
Geraldine Thompson	Other Clinical
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Governors – Nominated Par	rtner Organisations: -
Cllr Chris Boyes	Trafford Borough Council

IN ATTENDANCE:		
Darren Banks	Group Executive Director of Strategy	
Dr Ivan Benett	Group Non-Executive Director	
Peter Blythin	Programme Director – Single Hospital Service	
Julia Bridgewater	Group Chief Operating Officer	
David Cain	Deputy Chairman of MFT Charitable Fundraising Board	
Barry Clare	Group Deputy Chairman/Non-Executive Director	
Alison Dailly	Group Chief Informatics Officer	
Caroline Davidson	Director of Strategy	
Sir Michael Deegan	Group Chief Executive	
Dympna Ebah	Group Head of Clinical Governance	
David Furnival	Group Director of Estates and Facilities	
Luke Georghiou	Group Non-Executive Director	
Gill Heaton	Group Deputy Chief Executive	
Alwyn Hughes	Director of Corporate Services/Trust Board Secretary	
Margot Johnson	Group Executive Director of Workforce & Organisational Development (OD)	
Alistair Lince	Senior Manager – Deloitte LLP (External Auditors)	
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director	
Ann Parker-Clements	Group Associate Director of Clinical Governance	
Professor Robert Pearson	Group Joint Medical Director	
Steven Pickton	Manager – Deloitte LLP (External Auditors)	
Adrian Roberts	Group Chief Finance Officer	
Sue Ward	Deputy Director of Nursing	
Donna Beddows	Foundation Trust Membership Manager	
APOLOGIES:		
Governors:		
Dr Syed Ali	Public - Manchester	
Ivy Ashworth-Crees	Public - Rest of Greater Manchester	
John Churchill	Public - Manchester	
John Cooper	Staff - Nursing & Midwifery	
Jacky Edwards	Staff - Nursing & Midwifery	
Janet Heron	Public - Manchester	
Alix Joddrell-Banks	Staff - Other Clinical	
Dr Jenny Myers	Nominated - Manchester University	
Dr Anthony Nixon	Public - Rest of England & Wales	
Cllr Tracey Rawlins	Nominated - Manchester City Council	
Circle Steele	Nominated - Manchester BME Network	
Brooke Taylor	Nominated – Youth Forum	
Graham Watkins		
I	Nominated - Volunteer Services	
	Nominated - Volunteer Services	
Directors:		
Directors: John Amaechi	Group Non-Executive Director	
Directors: John Amaechi Professor Dame Susan Bailey	Group Non-Executive Director Group Non-Executive Director	
Directors: John Amaechi Professor Dame Susan Bailey Sarah Corcoran	Group Non-Executive Director Group Non-Executive Director Director of Clinical Governance	
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Directors: John Amaechi Professor Dame Susan Bailey Sarah Corcoran Nic Gower Professor Cheryl Lenney	Group Non-Executive Director Group Non-Executive Director Director of Clinical Governance Group Non-Executive Director Group Chief Nurse	
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Agenda Item 1: Welcome to the Meeting of the MFT Council of Governors The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for attending and welcomed Governors to MFT's Council of Governors' Meeting. Decision: Action by: Date: N/A N/A N/A Agenda Item 2: Declarations of Interest The Group Chairman (Kathy Cowell) invited Governors to forward any declarations of interest. In response, no declarations of interest were received. Decision: Action by: Date: Noted N/A N/A Agenda Item 3: To receive apologies for absence Alwyn Hughes, Director of Corporate Services/Trust Board Secretary informed attendees of the following apologies received: Governors Dr Syed Ali - Public Governor (Manchester) Ivy Ashworth-Crees, Public Governor (Rest of Greater Manchester) John Churchill - Public Governor (Manchester) John Cooper - Staff Governor (Nursing & Midwifery) Jacky Edwards - Staff Governor (Nursing & Midwifery) Janet Heron - Public Governor (Manchester) Alix Joddrell-Banks - Staff Governor (Other Clinical) Dr Jenny Myers - Nominated Governor (Manchester University) Dr Anthony Nixon - Public Governor (Rest of England & Wales) Cllr Tracey Rawlins - Nominated Governor (Manchester City Council) Circle Steele - Nominated Governor (Manchester BME Network) Brooke Taylor - Nominated Governor (Youth Forum) Graham Watkins - Nominated Governor (Volunteer Services) **Directors** John Amaechi Group - Non-Executive Director Professor Dame Susan Bailey - Group Non-Executive Director Sarah Corcoran - Director of Clinical Governance Nic Gower - Group Non-Executive Director Professor Cheryl Lenney - Group Chief Nurse Miss Toli Onon - Group Joint Medical Director Trevor Rees - Group Non-Executive Director

Decision:	Action by:	Date:
Noted	N/A	N/A

Agenda Item 4.1: To Approve the Minutes of the Council of Governors' Meeting held in public on 16th May 2018 The minutes of the Council of Governors' Meeting held in public on 16th May 2018 were approved as being an accurate record. Agenda Item 4.2: Matters Arising from Previous Minutes (16th May 2018) The Group Chairman (Kathy Cowell) informed Governors that all matters arising from the previous minutes had been progressed/completed. Decision: Action by: Date:

N/A

Agenda Item 5: Group Chairman's Report

Noted

The Group Chairman (Kathy Cowell) provided a verbal report with the following points being highlighted:

N/A

- NHS 70th celebration events were held on 5th July 2018 across all MFT hospital sites. Events included 'Big7Tea' events with a focus being held on Trafford General Hospital, as the birthplace of the NHS, with a 'Blue Plaque' being unveiled by Greater Manchester Major, Andy Burnham. In the run up to the event, MFT was involved in a number of media activities including 'Songs of Praise', BBC radio and a BBC documentary.
- MFT marked the one year anniversary of the Arena Bomb Attack on 22nd May 2018.
 A minute's silence was held across MFT Hospitals with the Multi-faith Centre at MRI holding a day of reflection. Representatives from MFT also attended the Commemorative Service at Manchester Cathedral and at which Michelle Milner, Deputy Director of Nursing at RMCH read a poem.
- Over 370 staff participated in the Great Manchester Run which was held on 20th May 2018, with £19K being raised for charity.
- Three MFT colleagues received awards from the Queen in her Birthday Honours List:
 - o Gilly Robinson, a Consultant Nurse who specialises in acquired brain injuries, received an MBE for services to Children's Nursing.
 - o Wythenshawe Hospital's Macmillan Information and Support Centre Manager Debbie Smith received a BEM.
 - o Former colleague Agimol Pradeep was also awarded a BEM. She led important research into identifying methods to raise awareness of organ donation in the South Asian community during her time with us.
- Strategic development NHS Improvement and NHS England have recently established a Joint Executive Board.
- A new Secretary of State for Health and Social Care has been appointed namely Matt Hancock who is cited as having an interest in digital transformation.

Decision:	Action by:	Date:
Verbal Report Noted	N/A	17 th July 2018

Agenda Item 6: Lead Governor's Report

The Lead Governor (Geraldine Thompson) provided a verbal report with the following points being highlighted:

- The success of recent Young People's Event (held on Tuesday 26th June 2018) was highlighted, which is a key membership event that resulted in over 500 young people, members, schools and colleges from across Greater Manchester in addition to staff attending. Thanks and appreciation forwarded to those Governors who attended and who participated in the Governor Engagement Sessions and actively engaged with attendees. Thanks were also forwarded to the Membership Team (Liz Oakland, Hoong Lu and Donna Beddows) for organising and facilitating this event.
- Thanks and appreciation forwarded to those Governors who recently participated in the Patient-Led Assessments of the Care Environment (PLACE) assessments at both Wythenshawe and Central (Oxford Road Campus) Sites. Appreciation and thanks were also forwarded to those Governors that undertook the assessment process for the Quality Mark for Elder-Friendly Hospital Wards with attention being drawn that it is anticipated that going forward, there will be plenty more involvement opportunities for Governors.
- Governors were encouraged to take up the opportunity to visit the different Hospitals (and services) within MFT as part of the Governor Development Programme and 'Getting to Know Your Organisation'. Thanks and appreciation forwarded to the members of the Membership Team (Liz Oakland and Donna Beddows) in addition to the CEOs of the different Hospitals for taking the time to organise these dates over the summer months.
- Attention was drawn to MFT's 'Proud to Care' Photographic Awards which
 Geraldine Thompson (Lead & Staff Governor) was invited to be on the panel of
 judges. The awards were held to visually depict the standard of nursing care across
 the Trust under various headings such as dementia care, team work, accessibility etc.
 Some of the photographs were very emotional and illustrated the dedication and hard
 work of various teams across the board.
- As part of the aforementioned NHS 70th celebration events, attention was drawn that a number of Public Governors participated in the different events being held on the day with which enabled Governors to witness first-hand the various celebrations across hospitals which involved staff and patients.
- Governors were encouraged to attend the 2018 Manchester Pride March alongside Geraldine Thompson (Lead & Staff Governors) to show their support to the LGBT networks.

Decision:	Action by:	Date:
Verbal Report Noted	N/A	N/A

Agenda Item 7: Chief Executive Officer's (CEO) Report

7.1) Assurance and Risk Report

The Group Chief Executive (Sir Michael Deegan), presented an overview of the Trust's Assurance and Risk Report (please refer to the full meeting slides for information) and explained that, at the request of Governors at the previous meeting (16th May 2018), the report (presentation), includes the actual score assigned to each risk in addition to the direction of travel over time.

Governors were reminded that the Trust has a well-established risk management process, which involves scoring risks against a risk scoring matrix (5x5 scoring system) with each Hospital/Managed Clinical Service (MCS) and Department having their own Risk Register. High level risks, which score 15 or above, are taken directly from each Hospital/MCS Risk Register and reviewed by the Group (Trust) Risk Management Committee which is chaired by Sir Michael Deegan; with mitigating actions being agreed and regularly reported to the Board of Directors (and associated Sub-Committees) and the Trust Audit Committee.

All high level risks are linked to the Board Assurance Framework (BAF) which is reviewed by the Trust Audit Committee, Board of Directors and Board Scrutiny Committees with an assessment of the anticipated length of time that the risk will remain on the risk register (at a high level) being undertaken, in keeping with the following timescales:

S: Short term: 0-6 months
M: Medium term: 7-18months
L: Long term: 19 months +

In relation to the identification and mitigation of risks, Governors were reminded of the traffic light system (RAG rating - Red, Amber and Green) which is utilised to highlight the progress made to mitigate each risk within the following scoring framework:

- Green: Good progress being made on mitigating actions anticipated that high level risk will be reduced in the planned timescale.
- Amber: Progress being made on mitigating action anticipated that risk will be mitigated in the projected timescale but more assurance required
- Red: Delay in implementation of action plan or unknown timescale more assurance required that planned action will fully mitigate the risk in an acceptable timescale.

Attention was drawn to the Governors' Performance Assurance Meetings, at which Board Assurance Reports are presented to Governors which include a detailed review of operational performance (provided by Julia Bridgewater, Chief Operating Officer). Meetings are also attended by other Senior Trust Officers who provide an overview of the relevant key information against each Board Assurance Report Core Priorities i.e. Safety, Patient, Operational Excellence, Workforce & Leadership, Strategy and Finance, and who field any associated questions that may be raised by Governors.

An overview of the updated position, in relation to the Trust's current high level risks, was outlined to Governors with the invitation being given to Governors to request any associated specific detail at the forthcoming Governor Development Session (scheduled for 28th August 2018) and/or the Governors' Performance Assurance Meetings going forward:

- Timely Access to Emergency Services Failure to deliver the 4 hour wait standard
- Royal Manchester Children's Hospital Urgent Care & Emergency Care Capacity
- St Mary's Hospital Obstetric Capacity
- Delivery of the 6 weeks wait diagnostics target
- Group delivery of the Referral Time to Treat 18 weeks standard
- Timely access to Cancer Services (Delivery of the 62 day standard)
- Compliance with Regulations Electrical
- Compliance with Regulations Fire Stopping
- Central Site Management of Patient Records
- Clinical Quality of Health Records
- Cyber Security
- Compound risk relating to the proposed acquisition of North Manchester General Hospital

- Communications of diagnostic test & screening results
- Adult Congenital Heart Services
- Financial Sustainability
- Regulatory (CQC) Compliance Evidence
- Appraisal Compliance
- Critical Care Monitoring Station (Royal Manchester Children's Hospital)

Julia Bridgewater provided an overview of the current investigation that is underway in relation to the 'Group delivery of the Referral Time to Treat (RTT) 18 weeks standard' (250 long-wait patients identified) with assurance being provided that plans have been developed and are being progressed to address this issue and which would be shared with Governors. In response, Governors highlighted that the sharing of the Trust's RTT plans would be welcomed.

Thanks and appreciation were forwarded to the Chief Executive for including the requested additional scoring and direction of travel information as part of the Risk Tables presented with a further request being forwarded for future tables to also include reference to the potential likelihood of a risk occurring and impact. In response, consideration would be given to including this additional information in future risk tables with attention being drawn to detailed information around performance, risks and mitigation plans being outlined to Governors at the aforementioned Governors' Performance Assurance Meetings. Any suggestions/requests in terms of specific risks and plans being welcomed as part of the performance meeting arrangements.

7.2) Update re; 'Continuing to Shine' – Preparing for a Care Quality Commission (CQC) Inspection

Sue Ward, Deputy Chief Nurse, presented an overview of the 'Update re; 'Continuing to Shine' – Preparing for a Care Quality Commission (CQC) Inspection' (on behalf of Sarah Corcoran, Director of Clinical Governance).

Attention was drawn that whilst a definite date had not been received yet, it is anticipated that MFT will be assessed by the CQC around Autumn 2018 with the inspection process being undertaken and outcomes/ratings being received for each individual hospital.

As part of the preparation process, Governors will be sent a CQC inspection information booklet and will be invited to participate in a Governor CQC Focus Group.

A further update in relation to the *'Care Quality Commission (CQC) Inspection, (including Well Led & Use of Resources')* will be provided to Governors at the next Council of Governors' Meeting (13th November 2018).

Clarification was sought as to whether the CQC engagement meetings/focus groups are led by the CQC Inspectors and if they are open to anyone to attend, or, if a selection process is undertaken. In response, the CQC Inspectors do lead these meetings/groups and inform the Trust of the various staff groups e.g. Band 5 Nurses etc. that they wish to participate in them. Attention was drawn that as part of the previous CMFT assessment, the CQC specifically requested that a RMCH staff focus group was convened in order to discuss and receive direct feedback from relevant staff members around identified issues that were apparent at that time.

Further information was sought in relation to the ratings of individual hospitals as part of the forthcoming CQC assessment process. In response, it was felt beneficial for each hospital to receive their own CQC rating so that they have an independent assessment/rating of their own in terms of the quality of services provided at a local level. Attention was also drawn that MFT would be the largest NHS Foundation Trust assessment undertaken by the CQC to date.

7.3) 'Well Led' - Assessment of Leadership and Culture

Margot Johnson, Group Executive Director of Workforce & Organisational Development (OD) presented an overview of the 'Well Led – Assessment of Leadership and Culture'.

Attention was drawn that as part of the 'Well Led' assessment, a complete package of internal self-assessments and external reviews will be undertaken with reports being submitted to NHS Improvement (NHSI) in August 2018. NHSI will also visit MFT over a $1-1\frac{1}{2}$ day period and will interview key Executive Officers. Following this, NHSI will then provide an overall rating, with this rating being fed into the aforementioned CQC inspection process.

Of note, a key element of the 'Well Led' process is in relation to the key findings from a review, which will be undertaken shortly, to determine the progress made, post-merger, since the 'Reporting Accountant' work (led by KPMG). Of note, as part of the pre-merger Reporting Accountant work, 44 measures were identified from which 39 have been fully delivered and 5 have been classified as receiving 'significant assurance with minor improvement opportunities'. Attention was drawn that, as part of this independent Reporting Accountant work, an 'unqualified opinion' was previously received by the Trust.

Of note, as MFT is the host organisation for MLCO, these services will also be assessed as part of the aforementioned CQC inspection.

Attention was drawn that as part of the 'Well Led' assessment process, Governors, alongside the Lead Governor (Geraldine Thompson), have been invited to participate in a 'Well Led' Meeting facilitated by independent legal practitioners i.e. Ernst & Young with the meeting being scheduled for 24th July 2018. It was also agreed that an overview of the 'Model Hospital' would be shared with Governors.

Clarification was sought as to whether the NHSI visit will include visiting all MFT sites. In response, the NHSI visit will be to conduct interviews with key Executive Directors which have been scheduled to be held in Trust Headquarters (Cobbett House, MRI).

Decision: RTT Plans to be shared with Governors	Action by: Mrs Julia Bridgewater	Date: July 2018
Consideration to be given for future CEO Assurance and Risk Reports (presentation), to include reference to the potential likelihood of risk occurring and impact	Mr Alwyn Hughes	13 th November 2018
A further update in relation to the 'Care Quality Commission (CQC) Inspection (inc Well Led & Use of Resources)' to be provided to Governors at the next Council of Governors' Meeting (13 th November 2018).	Professor Cheryl Lenney & Mrs Margot Johnson	13 th November 2018
An overview of the 'Model Hospital' to be shared with Governors.	James Allison (on behalf of Mrs Margot Johnson)	19 th December 2018

Agenda Item 8: Governors

8.1) Governor Elections (2018)

Alwyn Hughes - Director of Corporate Services/Trust Secretary invited Governors to review the '*Election of Governors (2018)*' paper and highlighted that the election process is due to commence on 20th July 2018 (notification to be sent to all qualifying members).

Of note, Governor elections are being held in two Public Constituencies i.e. Rest of Greater Manchester and Rest of England & Wales for a total of three Governors seats.

The results of the elections will be formally announced at the forthcoming Annual Members' Meeting (25th September 2018).

Decision:	Action by:	Date:
Noted	N/A	17 th July 2018

Agenda Item 9: Governance

9.1) To receive the MFT Operational Plan 2018/19 and discuss Next Steps

Darren Banks (Group Executive Director of Strategy), invited Governors to formally receive the MFT 2018/19 Operational Plan and thanked Governors for their valuable input with further opportunities being provided to Governors to forward their and members' views, around the Trust's and individual Hospital's 2019/20 Forward Plans as part of future Governor Development Sessions and Forward Planning Workshops.

9.2) To receive the MFT Annual Report and Accounts (1st October 2017 to 31st March 2018) including the Quality Report, and, External Auditor's Reports to the Council of Governors

ANNUAL REPORT

Alwyn Hughes, Director of Corporate Services/Trust Board Secretary invited Governors to formally receive the Annual Report and Accounts (2017/18) including the External Auditor's Reports (Deloitte LLP) and Quality Report which was submitted to the Trust's Audit Committee and subsequently to Monitor (now part of NHS Improvement) in May 2018 and very recently laid before Parliament.

Attention was drawn that in order for Governors to review the Annual Report and Accounts in more detail, as part of the forthcoming Governor Development Session (28th August 2018), a more detailed overview will be scheduled and will include representatives from Deloitte LLP (External Auditor) being in attendance in order to provide more detailed information around the External Auditor Reports.

ANNUAL ACCOUNTS

Adrian Roberts, Chief Finance Officer sign-posted Governors to the accounts section of the report highlighting that the Trust's year-end financial position resulted in a surplus of £16.9M (accounts relate to MFT following establishment 1st October 2017 – 31st March 2018). Attention was drawn that the final accounts (1st April 2017 – 30th September 2017) for former organisations prior to the merger (CMFT and UHSM) have also been circulated to Governors via e-mail.

EXTERNAL AUDITOR REPORTS

Alistair Lince, Deloitte LLP (External Auditors) informed Governors that the External Auditor's role is to provide opinions in relation to the Trust's Financial Statements and Quality Report.

The financial statements for year ending 31st March 2017 were issued with an *'unmodified audit opinion'*, with accounts being true and the Auditors being satisfied that there were no significant audit adjustments or disclosure deficiencies.

In terms of the Financial Statements, thanks and appreciation were forwarded to Adrian Roberts (Chief Finance Officer) with his financial team being commended for the quality of papers and support provided.

Clarification was sought as to whether the Trust's Charitable Funds will also be audited. In response, confirmation was received that this process will be undertaken shortly and that Governors will receive the key findings from this audit.

In terms of the Quality Report for year ending 31st March 2017, Stephen Pickton, Deloitte LLP (External Auditors) outlined the 3 quality indicators tested, namely 'Accident & Emergency (A&E) Four-Hour Waiting Times' and the '18 Week Referral To Treatment (RTT) Waiting Times' (mandated indicators - NHS Improvement) in addition to the '28 Day Emergency Readmissions' (local indicator chosen by Governors).

- In relation to the A&E four-hour wait, it was highlighted that this mandated NHSI indicator was tested last year with 25 cases from each of the two predecessor Trust (UHSM & CMFT giving a combined total of 50 cases) being reviewed this year from which no material issue was found. The overall conclusion was therefore an 'unmodified opinion' for 2017/18.
- In relation to the RTT, it was highlighted that this mandated NHSI indicator was also tested last year with 25 cases from each of the two predecessor Trust (UHSM & CMFT giving a combined total of 50 cases) being reviewed this year. Of note, 8 errors were found in total of which 5 were classified as being 'material' with attention being drawn to the improving position in comparison to previous years. The overall conclusion was therefore a 'modified opinion' for 2017/18.
- In relation to the '28 Day Emergency Readmissions' (local indicator chosen by Governors), this is a new indicator tested this year with 25 cases from UHSM and 18 (out of 25) cases from CMFT being reviewed this year (43 in total). Of note, 5 errors were found of which 2 were material. It was noted that since this was not an NHSI mandated indicator, an opinion was not required for 2017/18.

Statistical significance were questioned in relation to the number of cases reviewed compared to the huge volume of patients seen by the former legacy organisations with the suggestion being made that consideration should be given to include larger sample sizes. In response, it was explained that this approach is nationally agreed with assurance being provided that if more errors were found then the sample size would have been extended. Attention was drawn that in addition to the External Audit process, the Trust also commissions Internal Audit processes which typically include larger sample sizes.

Assurance was provided that any data quality issues which may have been identified were included on the Trust's Risk Register with plans being progressed to address issues going forward (regularly monitored as part of the Trust's rigorous Risk Management Process).

Clarification was sought as to whether relevant staff are notified of the errors found by the Auditors. In response, the Trust's Data Quality Group shares the key findings with appropriate Trust Officers including lessons learnt.

Clarification was sought as to why no opinion had been received in relation to the '28 Day Emergency Readmissions' (local indicator chosen by Governors). In response, as this is not a mandated NHSI indicator, then in keeping with NHSI requirements, an Auditor opinion is not required with assurance being provided that if audit findings revealed anything significantly untoward, then this would be reported.

Clarification was sought as to whether the Trust's External Auditors (Deloitte LLP) are separate to NHSI and/or CQC. In response, the Trust's External Auditors (Deloitte LLP) are separate to both NHSI and CQC who are the regulators of all NHS Foundation Trusts. Deloitte LLP is an independent/external accountancy firm who are commissioned to audit a Trust's Annual Report (including Quality Report) and Accounts with these documents being mandated by NHSI alongside the audits that are undertaken on them. Of note, in keeping with the statutory role of Governors, it is the Council of Governors that appoints a Trust's External Auditors.

Clarification was sought as to whether the regulators receive External Auditor Reports. In response, confirmation was provided that External Auditor Reports are received by regulators i.e. NHSI as part of the Trust's Annual Report and Accounts submission process with assurance being provided that as part of this process, if areas of significant weakness were found then NHSI would expect plans to be in place to address these areas/issues.

Thanks and appreciation were forwarded to the Trust for organising and holding an excellent meeting for the Council of Governors.

Decision: Trust's Charitable Funds key	Action by: Adrian Roberts	Date: 20 th November 2018
audit findings to be shared with Governors (upon		
completion)		

Date & Time of the Next Meeting:

Tuesday, 13th November 2018 at 1.30pm – 4.00pm Ground Floor Meeting Room, Nowgen Centre, MRI