

## COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

**WEDNESDAY, 13<sup>TH</sup> NOVEMBER 2018**  
**AT 1.30 PM – 3.20 PM**  
**GROUND FLOOR MEETING ROOM,**  
**NOWGEN CENTRE, MRI**

### NOTES OF MEETING

<b>PRESENT:</b>	
Kathy Cowell	Presiding Chair – Group Chairman
<b>Governors – Public Constituency: -</b>	
Dr Syed Ali	Manchester
Ivy Ashworth-Crees (left at 2.50pm)	Rest of Greater Manchester
Jayne Bessant	Manchester
Stephen Caddick	Rest of Greater Manchester
Clifford Clinkard	Rest of Greater Manchester
Janet Heron	Manchester
Dr Michael Kelly	Manchester
Paula King	Rest of Greater Manchester
Karen Morris	Rest of Greater Manchester
Dr William O'Neill	Rest of England & Wales
Sheila Otty	Rest of England & Wales
Jane Reader	Trafford
Sue Rowlands	Manchester
Chris Templar	Eastern Cheshire
Christine Turner	Trafford
<b>Governors – Staff Constituency: -</b>	
John Cooper	Nursing & Midwifery
Rachel Koutsavakis	Non-Clinical & Support
Colin Owen	Non-Clinical & Support
Dr Matthias Schmitt (left at 3.10pm)	Medical & Dental
Geraldine Thompson	Interim Lead Governor and Staff Governor (Other Clinical)
<b>Governors – Nominated Partner Organisations: -</b>	
Cllr Chris Boyes	Trafford Borough Council
Rev Charles Kwaku-Odoi (arrived at 2.00pm)	Caribbean & African Health Network
Circle Steele	Manchester BME Network

<b>IN ATTENDANCE:</b>		
Darren Banks	Group Executive Director of Strategy	
Gill Bell	Director for Digital Delivery	
Dr Ivan Benett (left at 2.20pm)	Group Non-Executive Director	
Peter Blythin	Director of Single Hospital Service Programme	
Mags Bradbury	Director of Employee Wellbeing, Inclusion & Community	
Julia Bridgewater	Group Chief Operating Officer	
David Cain	Independent Consultant	
Sarah Corcoran	Director of Clinical Governance	
Sir Michael Deegan	Group Chief Executive	
Professor Jane Eddleston	Joint Group Medical Director	
David Furnival	Group Director of Estates and Facilities	
Nic Gower	Chair of Audit Committee/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)	
Professor Cheryl Lenney	Group Chief Nurse	
Miss Toli Onon	Joint Group Medical Director	
<b>NOTES PREPARED BY:</b>		
Donna Beddows	Foundation Trust Membership Manager	
<b>APOLOGIES:</b>		
<b>Governors:</b>		
John Churchill	Public – Manchester	
Dr Denis Colligan	Nominated – Manchester Health & Care Commissioning	
John Cooper	Staff - Nursing & Midwifery	
Jacky Edwards	Staff - Nursing & Midwifery	
Alix Jodrell-Banks	Staff - Other Clinical	
Dr Jenny Myers	Nominated - Manchester University	
Cllr Tracey Rawlins	Nominated - Manchester City Council	
Suzanne Russell	Public - Manchester	
Brooke Taylor	Nominated – Youth Forum	
Graham Watkins	Nominated - Volunteer Services	
<b>Directors:</b>		
John Amaechi	Group Non-Executive Director	
Professor Dame Susan Bailey	Group Non-Executive Director	
Barry Clare	Group Deputy Chairman/Non-Executive Director	
Luke Georghiou	Group Non-Executive Director	
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director	
Trevor Rees	Group Non-Executive Director	
Adrian Roberts	Group Chief Finance Officer	
<b>Agenda Item 1: Welcome to the Meeting of the MFT Council of Governors</b>		
The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for attending and welcomed Governors to MFT's Council of Governors' Meeting.		
<b>Decision:</b> N/A	<b>Action by:</b> N/A	<b>Date:</b> 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:**  
Noted

**Action by:**  
N/A

**Date:**  
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**

John Churchill - Public Governor (Manchester)  
 Dr Denis Colligan - Nominated Governor (Manchester Health & Care Commissioning)  
 John Cooper - Staff Governor (Nursing & Midwifery)  
 Jacky Edwards - Staff Governor (Nursing & Midwifery)  
 Alix Joddrell-Banks - Staff Governor (Other Clinical)  
 Dr Jenny Myers - Nominated Governor (Manchester University)  
 Cllr Tracey Rawlins - Nominated Governor (Manchester City Council)  
 Suzanne Russell - Public Governor (Manchester)  
 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  
 Barry Clare - Group Deputy Chairman/Non-Executive Director  
 Professor Luke Georghiou - Group Non-Executive Director  
 Chris McLoughlin - Group Senior Independent Director/Non-Executive Director  
 Trevor Rees - Group Non-Executive Director  
 Adrian Roberts - Group Chief Finance Officer

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 4.1: To Approve the Minutes of the Council of Governors' Meeting held in public on 17<sup>th</sup> July 2018**

The minutes of the Council of Governors' Meeting held in public on 17<sup>th</sup> July 2018 were approved as being an accurate record.

**Agenda Item 4.2: Matters Arising from Previous Minutes (17<sup>th</sup> July 2018)**

The Group Chairman (Kathy Cowell) informed Governors that all matters arising from the previous minutes had been progressed/completed.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

### **Agenda Item 5: Group Chairman's Report**

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

- The Care Quality Commission (CQC) had undertaken their comprehensive inspection of all MFT's Hospitals and Managed Clinical Services (MCS) over the past 6 weeks, and, in the concluding week, also undertook their Well-Led inspection. Thanks and appreciation were forwarded to all staff for welcoming Inspectors into their service areas and Governors who participated in the 'CQC Governor Focus Group' (more information being provided under agenda item 7.2).
- At the start of October 2018, the organisation marked the one year anniversary of MFT. Particular attention was drawn to some of the key benefits of the merger which had already been evident during the previous 12 months.
- Following the success of the inaugural MFT Staff Awards Ceremony (March 2018), preparations for the second 'MFT Excellence Awards' had recently been launched with the award ceremony being held at the Principal Hotel (Manchester) on 8<sup>th</sup> March 2019.
- The MFT Charity Team had organised a special 'Team MFT Awards Ceremony' (14<sup>th</sup> November 2018) to thank all staff who took part in the 2018 'Great Manchester Run' as part of 'Team MFT'. The planned ceremony will be hosted by BBC Sports Presenter Hugh Ferris and will take place at Citylabs with awards including 'fastest time' and 'biggest departmental sign up'.
- The Chairman reminded Governors that 'Freedom to Speak Up (F2SU)' was a national programme that supported staff, students and patients to raise concerns. It was noted that Mr David Cain had been appointed as MFT's Freedom to Speak Up Guardian along with a further 18 F2SU Champions being appointed across the Trust's Hospital Sites in order to provide support to MFT Staff to raise concerns (more information provided under agenda item 7.3).
- One of the Manchester 'Bee in the City' sculptures had arrived (15<sup>th</sup> October 2018) at Manchester Royal Eye Hospital (MREH) to celebrate the 25-year partnership between MREH and the Henshaws charity. The 'Bee-yond Expectations' sculpture was sensory themed with tactile and multi-sensory elements.
- Congratulations were forwarded to the MFT Inclusion Team and MFT Consultants who recently won the 'Greater Manchester Caribbean & African Health Networks Partnership Award'.
- Congratulations were forwarded to Wythenshawe Hospital Teams, who won the 'Respiratory Nursing and Continence Promotion' and 'Care' categories at the recent 'Nursing Times Awards'. Attention was drawn that the Wythenshawe Teams were the only Teams across the Greater Manchester conurbation to be short-listed.

**Decision:**  
Verbal Report Noted

**Action by:**  
N/A

**Date:**  
13<sup>th</sup> November 2018

### **Agenda Item 6: Lead Governor's Report**

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

- The three Governor Sub-Groups (Patient Experience, Staff Experience and Membership & Engagement) all held their inaugural meetings early Summer 2018, and following the recent round of Sub-Group Chair elections, the following Governors had been duly elected:
  - o Colin Owen – Staff Governor (Non-Clinical & Support) - successfully elected (unopposed) as Chair of the Governors' Staff Experience Sub-Group
  - o Jane Reader – Public Governor (Trafford) - successfully elected as Chair of the Governors' Membership & Engagement Sub-Group
  - o Christine Turner – Public Governor (Trafford) - successfully elected (unopposed) as Chair of the Governors' Patient Experience Sub-Group.Each new Chair has recently held a meeting with their respective Governor Sub-Group.

- A successful Annual Members' Meeting was held on 25<sup>th</sup> September 2018 (highest attendance for many years - around 220 attendees).
- A series of extremely successful Governor Hospital/MCS Tours, were specifically arranged across all MFT sites over the summer period (June – October 2018) with positive feedback being received from Governors. In direct response to Governor feedback, a further programme of Tours will be arranged (in collaboration with Hospital/MCS CEOs) in the Spring/Summer 2019.
- Going forward, new dates have been arranged for a Governor Development Winter Session (19th December 2018) and the Governors' Annual Forward Planning Workshop (28th January 2019); the latter of which the OD&T Team has been invited to facilitate the second phase of the Governor Development/Training Session following Governor feedback at the previous session held on 1st October 2018. This new session will also include an overview of the key findings from the recent Governor Questionnaire (September 2018).

**Decision:**  
Verbal Report Noted

**Action by:**  
N/A

**Date:**  
13<sup>th</sup> November 2018

## **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.

Governors were reminded that as part of the 'Governor Meeting Framework', the Trust has established quarterly '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, Group Chief Operating Officer).

Meetings are also attended by other key Senior Trust Officers who provide an overview of the relevant key information against each Board Assurance Report Core Priorities i.e. Safety, Patient Experience, Operational Excellence, Workforce & Leadership, Strategy and Finance, and who field any associated questions that may be raised by Governors. The next meeting is scheduled to be held on 20<sup>th</sup> November 2018 with Governors being encouraged to attend this key meeting in order to obtain appropriate performance assurance information.

Attention was drawn that as part of the recent CQC comprehensive inspection process (during which Governors were invited to actively participate in as part of the 'CQC Governor Focus Group'), a significant number of Inspectors reviewed all aspects of the Trust with Governors being reminded that the Trust had a well-established risk management process and 'tried and tested' governance framework, which involved scoring risks against a risk scoring matrix (5x5 scoring system) with each Hospital/MCS 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's Risk Management Committee (GRMC) which is chaired by Sir Michael Deegan; with mitigating actions being agreed and regularly reported to the Board of Directors (and associated Board Scrutiny Committees) along with the Trust's Audit Committee.

All high level risks are linked directly to the Board Assurance Framework (BAF) which is also reviewed by the Trust's Audit Committee, Board of Directors and Board Scrutiny Committees.

An assessment of the anticipated length of time that each risk will remain on the risk register (at a high level) is presented to the Council of Governors, 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 that a risk had recently been downgrade as a result of new equipment being installed which had mitigated the previous risk in relation to:

- Critical Care Monitoring Station (Royal Manchester Children's Hospital).

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 Governors' Performance Assurance Meetings.

Attention was drawn that at the previous request of Governors, the 'Risk Tables' presented now also include the detail in relation to the potential likelihood of a risk occurring alongside consequence scores, with the current high level risks being noted:

- 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
- Adult Congenital Heart Services
- Cyber Security
- Compound risk relating to the proposed acquisition of North Manchester General Hospital
- Communications of diagnostic test & screening results
- Financial Sustainability
- Regulatory (CQC) Compliance Evidence
- Appraisal Compliance.

Attention was drawn that two new risks have recently been graded as high level risks (scoring 15 or above) in relation to:

- Never Events
- Medicines Management and Security.

Clarification was sought in relation to the likelihood and consequence scoring methodology used for each high level risk which appeared to indicate that either 'no' or 'little' progress had been made against mitigating some high level risks (in comparison to previous reports). In response, the traffic light system (Red, Amber and Green) is used to denote the status of progress (against the mitigating actions), with the suggestion being made to provide more detailed information around the Trust's Risk & Assurance Process (including methodology) at the forthcoming Governor Winter Development Session (19<sup>th</sup> December 2018).

Clarification was sought in relation to the 'Shelford Group'. In response, the Shelford Group represent ten of the largest teaching and research NHS Foundation Trusts in England (broadly similar healthcare organisations) which enables comparable/benchmarked data to be reviewed along with the sharing of best practices.

Of note, the ten members of the Shelford Group are Cambridge University Hospitals NHS Foundation Trust, Guy's and St Thomas' NHS Foundation Trust, Imperial College Healthcare NHS Trust, King's College Hospital NHS Foundation Trust, Manchester University NHS Foundation Trust, Newcastle Upon Tyne Hospitals NHS Foundation Trust, Oxford University Hospitals NHS Foundation Trust, Sheffield Teaching Hospitals NHS Foundation Trust, University College London Hospitals NHS Foundation Trust and University Hospitals Birmingham NHS Foundation Trust.

Thanks and appreciation were forwarded in relation to the "extremely useful and informative" risk table presented with clarification being sought as to whether a risk register would be developed in relation to the proposed North Manchester General Hospital (NMGH) acquisition. In response, as part of the robust due diligence process to acquire NMGH, a risk register will be developed (as part of the business case), which will subsequently be presented to the Board of Directors and Council of Governors.

The suggestion was made that as part of the Risk and Assurance process (presented during Council of Governors' Meetings), for additional supporting information to be provided to Governors outlining the major actions and strategy in place to mitigate against each high level risk. In response, consideration would be given to the request with a view to identifying existing sources of information which could help.

Clarification was sought as to whether the already established Electronic Patient Record (EPR) System at Wythenshawe was being considered as part of the Trust's new plans to introduce a new Trust-wide EPR system. In response, the view has been taken to undertake an overall scoping exercise, across all hospital sites (including Wythenshawe), to determine the Trust's key EPR requirements against an enhanced operating profile going forward. Attention was drawn that the establishment of a successful new Trust-wide system will be the largest investment made by the Trust and therefore it is important that a robust process is undertaken to determine the optimum, most cost effective and sustainable system going forward with the suggestion being made that an update in relation to the EPR process, be provided to Governors at the forthcoming Governors' Performance Assurance Meeting.

## **7.2) Update on the Care Quality Commission (CQC) Inspection (inc. Well Led & Use of Resources)**

Professor Cheryl Lenney, Group Chief Nurse, presented an overview of the '*Update on the Care Quality Commission (CQC) Inspection (inc. Well Led & Use of Resources)*' with key information being highlighted in relation to 'Process', 'Feedback', 'Where did we Shine', 'Well-led', 'Group Well-led High Level Feedback', 'Next Steps' and 'In Summary'.

Attention was drawn that as part of the ongoing CQC inspection, an inspection of the MLCO (community services) will also be undertaken with the Trust receiving daily feedback in relation to the services inspected to date. Of note, with exception of some minor issues that the Trust is aware of, and has corresponding plans in place to address, the feedback received to date has been extremely positive. Similar, preliminary positive feedback has also been received in relation to the Well-Led inspection process.

It is anticipated that the final reports will be available/published around February/March 2019 and will subsequently be shared with Governors.

### **7.3) Freedom to Speak Up - Update**

Margot Johnson, Group Executive Director of Workforce & Organisational Development (OD), Mags Bradbury, Director of Employee Wellbeing, Inclusion & Community and David Cain, Independent Consultant, presented an overview of the '*Freedom to Speak Up – Update*' with key information being highlighted in relation to 'Freedom to Speak National Context', 'What is Freedom to Speak Up (F2SU)', 'What can a concern be raised about', 'MFT Day F2SU Journey', 'Roles & Responsibilities', 'MFT F2SU Champions', 'MFT F2SU – Monitoring & Embedding lessons learnt approach', 'MFT F2SU – Next Steps' and 'Contact details'.

Attention was drawn that the Trust has had a F2SU Guardian in place since day one of the merger (1<sup>st</sup> October 2017), with the current Guardian being David Cain (Independent Consultant) and the Executive Lead being Mrs Gill Heaton (Group Deputy Chief Executive) and the Non-Executive Lead being Dr Ivan Benett (Group Non-Executive Director).

The Trust has also recruited 18 FTSU Champions with work progressing to further promote and raise staff awareness of the current FTSU Champions. It was also noted that plans were being progressed to recruit more Champions going forward (January/February 2019).

Clarification was sought as to whether the Trust's volunteers are invited to apply to become FTSU Champions. In response, future recruitment plans (January/February 2019) will be developed to include MFT's volunteers.

Clarification was sought as to what arrangements are in place to support individuals who were unsuccessful in their application to become a F2SU Champion. In response, direct feedback is given to each unsuccessful applicant with additional support being provided as and when necessary.

Clarification was sought as to the reason why the Trust only formally launched the F2SU Campaign in October 2018 when the programme was established 18 months previously. In response, assurance was provided that under the former two legacy organisations i.e. CMFT and UHSM, F2SU Guardians were formally in place. However, as new NHSI guidance around F2SU best practice arrangements was not issued until May/June 2018, it was felt advantageous to wait until this new guidance had been released and reviewed in order to implement the associated best practice methodologies and requirements.

Attention was drawn to the suggested low number of concerns raised through the F2SU process in relation to the size of the organisation, with clarification being sought as to whether concerns/issues raised are appropriately triaged (prioritised). In response, assurance was provided that all active cases are appropriately triaged with a key priority being to resolve issues in a timely and appropriate manner.



Attention was also drawn that the F2SU process is just one of several routes that staff can raise concerns/issues with other pathways cited such as the Trust's 'Incident Reporting' system. Of note, this robust system has been established for a number of years with the Trust having one of the highest reporting rates in the UK.

Clarification was sought as to whether the F2SU Champions were readily identifiable to staff. In response, assurance was provided that all F2SU Champions have been issued with bespoke F2SU lanyards with plans being progressed to develop further communications/promotions via all Hospital CEOs, posters and case study key messages.

Clarification was sought as to whether BME profile groups are appropriately represented on the F2SU Champion Group. In response, assurance was provided that the diversity of the F2SU Champion Group is monitored with plans being in place to work with the Trust's BME Staff Network to encourage and support more BME staff to become F2SU Champions.

<b>Decision:</b>	<b>Action by:</b>	<b>Date:</b>
<b>More detailed information re; Risk &amp; Assurance Process (including methodology) to be provided to Governors at the forthcoming Governor Winter Development Session</b>	<b>Sarah Corcoran</b>	<b>19th December 2018</b>
<b>NMGH Acquisition Risk Register to be presented to the Council of Governors</b>	<b>Peter Blythin</b>	<b>12<sup>th</sup> February 2019</b>
<b>Consideration to be given re; request for additional information outlining the major actions and strategy in place to mitigate against each high level risk</b>	<b>Alwyn Hughes</b>	<b>12<sup>th</sup> February 2019</b>
<b>Update in relation to the EPR framework/process to be provided to Governors at the forthcoming Governors' Performance Assurance Meeting</b>	<b>Alison Dailly</b>	<b>20<sup>th</sup> November 2018</b>

## **Agenda Item 8: Governors**

### **8.1) Governor Elections (2018)**

Alwyn Hughes, Director of Corporate Services/Trust Secretary invited Governors to review the results following the recent Governor elections (September 2018) with newly elected in addition to newly nominated Governors, formally starting in office at the recent Annual Members' Meeting (25<sup>th</sup> September 2018).

### **8.2) Lead Governor Election (2018)**

Alwyn Hughes, Director of Corporate Services/Trust Secretary informed Governors that following the recent Lead Governor Elections (October/November 2018), Jayne Bessant, Public Governor (Manchester) had been successfully elected by Governors into the Lead Governor role with attention being drawn that 31 out of 32 Governors voted (97% turnout rate) with the 'Report of Voting' being independently verified by the Group Senior Independent Director/Non-Executive Director (Chris McLoughlin):

- Jayne Bessant received 17 votes (55%)
- Geraldine Thompson received 12 votes (39%)
- Karen Morris received 2 votes (6%)

Attention was drawn that Jayne Bessant would take up the role of Lead Governor following conclusion of the Council of Governors' Meeting (13<sup>th</sup> November 2018), holding a term of office of 12 months (concluding at the Council of Governors' Meeting scheduled for November 2019).

Special thanks and appreciation were forwarded to Geraldine Thompson for her support, leadership and energy over the last few months in supporting the Chairman and Governor colleagues in developing the new MFT Council of Governors. Geraldine, in return, forwarded her thanks and appreciation to the Chairman, Director of Corporate Services, FT Membership Manager and her Team and the wider Council of Governors for their support and encouragement during her time in office.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
13<sup>th</sup> November 2018

## **Agenda Item 9: Governance**

### **9.1) Annual Planning (2019/20) - Next Steps**

Darren Banks (Group Executive Director of Strategy), presented an overview of the '*Annual Planning (2019/20) - Next Steps*' with key information being highlighted in relation to 'Process to deliver', 'To date for 2019/20', 'MFT Vision and Strategic Aims', 'Timetable', 'Governor Session December 2018' and 'Governor Session January 2019'

Attention was drawn that an overall MFT Operational Plan would be developed alongside individual Hospital/MCS plans; with Governors being actively involved in the Trust's Forward Planning process and provided with key opportunities to forward their (and member) views, as part of future Governor Development and Strategy Sessions alongside the main Annual Forward Planning Workshop.

### **9.2) Quality Report – Next Steps**

Sarah Corcoran (Director of Clinical Governance) presented an overview of the '*Quality Report – Next Steps*' with key information being highlighted in relation to Quality Report Timeline.

Attention was drawn that in keeping with previous arrangements, Governors will be actively involved in the development of the MFT's Quality Report as part of the aforementioned Governor Winter Development Session alongside the main Annual Forward Planning Workshop.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
13<sup>th</sup> November 2018

#### **Date and Time of Next Meeting**

#### **Dates & Times of New 2019 Meetings:**

**Tuesday, 12<sup>th</sup> February 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Lecture Theatre Two, Education and Research Centre, Wythenshawe Hospital**

**Wednesday, 15<sup>th</sup> May 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Ground Floor Meeting Room, Nowgen Centre, Manchester Royal Infirmary**

**Wednesday, 31<sup>st</sup> July 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Ground Floor Meeting Room, Nowgen Centre, Manchester Royal Infirmary**

**Tuesday, 5<sup>th</sup> November 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Ground Floor Meeting Room, Nowgen Centre, Manchester Royal Infirmary**