



COUNCIL OF GOVERNORS' MEETING

(open to the public)

Wednesday 19th November 2025 at 1.00pm – 3.30pm
Nowgen Centre, Oxford Road Campus

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| Present: | Kathy Cowell | Presiding Chair – Trust Chair |
| Governors – Public Constituency: | | |
| | Brian Baker | Rest of Greater Manchester |
| | Dr Ivan Benett | Lead & Public Governor (Manchester) |
| | Jake Buckingham | Manchester |
| | Dr Helen Burgess | Manchester |
| | Dr Connie Chen | Trafford |
| | Dr Peter Gibson | Manchester |
| | Ashley Jones | Rest of Greater Manchester |
| | Harold Myers | Rest of Greater Manchester |
| | Carol Shacklady | Rest of Greater Manchester |
| | Stephen Smurthwaite | Rest of England & Wales |
| | Chris Templar | Eastern Cheshire |
| Governors – Staff Constituency: | | |
| | Luke Carine | Other Clinical |
| | Christopher Christopher | Nursing & Midwifery |
| | Donald Dimitroff | Non-Clinical & Support |
| | Sarah Jones | Nursing & Midwifery |
| Governors – Nominated Partner Organisations: | | |
| | Nazir Choonara | Volunteer Services |
| | Cllr Mike Cordingley | Trafford Borough Council |
| | Prof Anne-Marie Glenny | University of Manchester |
| In attendance: | Angela Adimora | Trust Non-Executive Director |
| | Darren Banks | Interim Deputy Trust Chief Executive |
| | Lorraine Cliff | Deputy Delivery Officer |
| | Mark Cubbon | Trust Chief Executive |
| | Bev Fearnley | Director of Clinical Governance |
| | Lisa Featherstone | Deputy Director of Corporate Business |
| | Vanessa Gardener | Chief Delivery Officer |
| | Nick Gomm | Director Corporate Business/Trust Board Secretary |
| | Dr Samantha Liscio | Trust Non-Executive Director |
| | Chris McLoughlin | Trust Senior Independent Director/Non-Executive Director |
| | Meera Nair | Chief People Officer |
| | Rob Jepson | Director of Estates & Facilities |
| | Tom Rafferty | Acting Chief Strategy Officer |
| | Trevor Rees | Trust Deputy Chair/Non-Executive Director. |
| | Dr Damian Riley | Trust Non-Executive Director |
| | Kimberley Salmon-Jamieson | Interim Deputy Trust Chief Executive/Chief Nursing Officer |
| | David Walliker | Chief Digital & Information Officer |
| | Claire Wilson | Chief Finance Officer |

NOTES PREPARED BY:

Donna Beddows

FT Membership Manager/Deputy Trust Board
Secretary**1. Apologies for absence and confirmation of quoracy****Governors:**

Dr Syed Nayyer Abidi – Public Governor (Manchester).

Aysha Ahmad – Public Governor (Manchester).

Khadija Ali – Staff Governor (Medical & Dental).

Ann Balfour – Public Governor (Trafford).

Jerome Cook – Staff Governor (Non-Clinical & Support).

Lois Dobson – Nominated Governor (Youth Forum).

Mustapha Koriba - Public Governor (Rest of Greater Manchester).

Rev Charles Kwaku-Odoi – Nominated Governor (Caribbean & African Health Network - CAHN).

Lynn Moore – Public Governor (Manchester).

Rohina T. Oram – Nominated Governor (Manchester BME Network).

Colin Owen – Public Governor (Rest of Greater Manchester).

Geraldine Thompson – Staff Governor (Other Clinical).

Cllr Julie Reid – Nominated Governor (Manchester City Council).

Directors:

Professor Ashley Blom – Trust Non-Executive Director.

Matthew Bonham - Trust Non-Executive Director.

Mark Gifford - Trust Non-Executive Director.

Nic Gower - Trust Non-Executive Director.

Dr Matt Makin - Joint Chief Medical Officer.

Dr Sohail Munshi - Joint Chief Medical Officer.

Confirmation of quoracy was provided.

2. Declarations of interest

No interests were declared.

| Name | Item | Details of interest | Action taken |
|------|------|---------------------|--------------|
| n/a | n/a | n/a | n/a |

3. Minutes of previous meeting held on 23rd July 2025The minutes of the meeting held on 23rd July 2025 were approved with no amendments.**4. Action log – 23rd July 2025**

| Action | Lead | Date for completion | Complete / update |
|------------------|--|---------------------|---|
| 23.07.25-7.2(iv) | Overview of the Trust's Estates Strategy to be presented at a future Governor meeting. | Vanessa Gardener | Ongoing – Council of Governors' Meeting (deferred to July 2026) |

5. Matters arising

No matters were raised.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|-----------|------|--------------------------------|
| Noted | n/a | n/a | n/a |

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|---|-----------------------------------|
| 6. | Trust Chair's Introduction |
| <p>The Trust Chair (Kathy Cowell) highlighted the following key information:</p> <ul style="list-style-type: none"> • New Governors were welcomed to their first general meeting of the Council of Governors and were invited to give their introductions. • The Trust's Annual Open Day for Young People will be held on 26th November 2025 in the Nowgen Centre, Oxford Road Campus. Children and young members from a variety of schools, colleges and local young people forums attend to learn about the different services we provide and find out more about various career opportunities in the NHS. Governors were encouraged to attend and engage with young attendees. • The Trust's Christmas Carols in the City event will be held on 11th December 2025 at Manchester Cathedral and will include festive music and performances from local school choirs. An invitation has recently been sent to Governors to attend. Money raised will be used to support the Trust's Charity MediCinema appeal - https://mftcharity.org.uk/campaigns/medicinema/ which includes a purpose-built, 50-seat cinema in the Manchester Royal Infirmary to support in-patients across the Trust's Oxford Road campus. This charity campaign is being widely publicised with any additional support from Governors being welcomed. | |

| Decision | Action(s) | Lead | Complete / date for completion |
|-----------------|------------------|-------------|---------------------------------------|
| Noted | n/a | n/a | n/a |

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|-------------|---|
| 7.1. | Trust Chief Executive's Overview and key updates |
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| <p>Mark Cubbon, Trust Chief Executive presented an overview of several external and internal key factors that are impacting upon the NHS and/or the Trust, with detailed information being outlined around the following:</p> <ul style="list-style-type: none"> • Industrial action by resident doctors: Circa. 95% of activity was sustained during the recent industrial action period which is attributable to the robust planning, preparations and key learning taken on board from previous periods. Thanks and appreciation was forwarded to colleagues for the preparations and cover provided to support patient care throughout this recent episode. • NHS 10 Year Plan update: Consideration is currently being given to the implementation of the new plan across the Trust and the wider NHS. Work is progressing to further align the Trust's Strategy 'Where Excellence Meets Compassion' to the plan's three key shifts specifically 'moving care from hospital to community', 'transforming from analogue to digital', and 'shifting the focus from sickness to prevention' with various stakeholder views being sought. The updated Trust Strategy will be signed off by the Board of Directors in January 2026. • National Developments: The NHS Planning framework has been published earlier in the business cycle (September 2025) and moves away from an annual cycle to a rolling five-year planning horizon. Work is underway/progressing, to develop the Trust's plan which includes workforce, finance, performance and quality improvement elements. Further guidance is to follow around the new NHS Foundation Trust Framework (model), Model Neighbourhood Framework, System Archetypes Blueprint and Draft Integrated Health Organisation Blueprint. • MFT Developments: Neighbourhood Health Services with recent developments including collaborative work in both Manchester and Trafford to identify key areas of focus. The Trust has been successfully awarded the contract to provide the new regional Northwest Genomic Medicine Service. MFT is working closely with GM ICB and Northern Care Alliance NHS Foundation Trust to review a number of options around Major Trauma services with an outcome anticipated shortly. Collaboration opportunities are being explored around pathology services (Laboratory Medicine) between the Trust and the Northern Care Alliance to improve the services offered and deliver greater value. • One MFT update: Final structures for the new clinically-led model were agreed by Clinical Group Senior Leadership Teams and Trust Executives with selection processes taking place throughout July and August 2025. 120 Clinicians are now in leadership roles with | |
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support including listening events provided to staff throughout this significant period of change with a lessons learnt report being developed.

- Financial update: 2025/26 continues to be a challenging financial year with the Trust setting a breakeven plan, which includes Value for Patients (VFP) savings of £165.8m. At the end of September 2025, the Trust delivered £48m.
- Quality update: Cancer patient experience survey has revealed an overall care rating of 9.0 against a national average of 8.9. Key learning/best practice will be rolled out across other appropriate patient pathways. Active Hospitals programme is proving beneficial to patients with further information around this programme of work to be provided to Governors. Several initiatives are being progressed in response to patient feedback. Key learning from the Trust's never events has been undertaken with key programmes of work around the Trust's safety culture has also been progressed.
- Leadership update: Director of Communications and Engagement (Michelle Smith), Clinical Group Chief Executive: Local Care Organisations and University Dental Hospital South Manchester (Patricia Davies) and Clinical Group Chief Executive: Manchester Royal Infirmary (Stephanie Lawton) have all recently taken up their new roles with the Trust.

Claire Wilson, Chief Finance Officer highlighted that the Trust is focused on delivering the financial plan for 2025/26 with attention being drawn to the Trust's ongoing recovery programme which is about to progress into its third year. Financial planning has therefore started for 2026/27 in keeping with the associated national planning guidance (released on 18th November 2025). Mark Cubbon, Trust Chief Executive, confirmed that the Trust is working hard to achieve break-even and deliver the financial plan (2025/26).

Associated Questions Raised by Governors:

Clarification was sought as to whether the Trust was able to highlight to Government the impact that NHS staff pay disputes and visa changes were having on Trust staff alongside other NHS care providers. Confirmation was provided that whilst the Government is working with several unions to resolve NHS staff pay dispute issues, the Trust is also looking to provide additional support to resident doctors to improve other work-related terms and conditions, where appropriate, with a 10-point plan being developed. Attention was drawn that the Trust has also been actively inputting into a national steering group to develop and progress improvements.

Further information was sought around the alignment between the Government's new 10-Year Plan and Greater Manchester Devolution and Living Well programmes. Confirmation was provided that as part of the Government's 10-Year Plan, there is a commitment to build upon the Greater Manchester Devolution alongside the Live Well programme with further information around this and associated Health Inequalities work being brought to a future Governor meeting.

Clarification was sought regarding the approach being taken to deliver the remaining financial plan savings for Quarter 4 (2025/26). Confirmation was provided that work is progressing across all Trust Clinical Groups to deliver the agreed financial savings alongside achieving productivity targets with financial recovery plans being on track at month 7. Assurance was provided that the Trust's financial plans are regularly monitored and scrutinised at the Trust's Finance Board Committee with additional measures being put in place to receive regular updates from each Clinical Group over the next financial cycle.

Clarification was sought if the proposals under the new NHS 10-Year Plan to establish an Integrated Health Organisation will receive appropriate resources/funding including social care budget allocation going forward. Confirmation was provided that further focus is required to work through key arrangements, with the benefits of population health being outlined to ultimately deliver better health outcomes for people.

Further information was sought around the anticipated impact that the transfer of resources/funding into the proposed Integrated Health Organisation and social care from the Trust and other hospital providers. Confirmation was provided that financial payment models will be changing with the Trust

working through patient pathways alongside investing in appropriate community models to provide the best possible care/outcomes for patients going forward.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|---|---------------------------|--------------------------------|
| Noted. | Further information around the Trust's Active Hospital programme to be provided to Governors. | Kimberley Salmon-Jamieson | April 2026 |
| | Further information around the alignment of the new 10-Year Plan and Greater Manchester Integrated Care Plans/Programmes to be provided to Governors. | Manisha Kumar | December 2025 |

7.2. MFT key updates

Digital developments including Patient Record/NHS app and AI advances

David Walliker, Chief Digital & Information Officer presented an 'digital development' overview with key information being outlined around the Patient Record and NHS App including 'MyMFT', 'self-scheduling', 'NHS app', 'scanning paper records' and 'social drivers of health'. AI advances were also outlined including 'Dragon Copilot', 'wait list risk stratification' and 'Agentic.'

Associated Questions Raised by Governors:

Further information was sought around the patient self-scheduling system and links with transport and other patient/GP services. Confirmation was provided that the patient self-scheduling system does link to other patient services so that appropriate rescheduling of other appointments are captured/facilitated.

Clarification was sought in relation to the requirements to retain paper patient records. Confirmation was provided that patient records are captured digitally as part of the Trust's Electronic Patient Records (EPIC) with previous paper patient records being scanned, where appropriate ingested, with hard copies being permitted to be destroyed.

Clarification was sought around the safeguards and training put in place for staff users of the Dragon Copilot system. Confirmation was provided that the Dragon Copilot patient transcriptions are reviewed and approved by the consulting clinician.

Challenges were cited in relation to the process a patient is required to follow to cancel paper communications as part of the Trust's Electronic Patient Record system. Confirmation was provided that under the new communication set up, patients are required to opt in to paper communications with legacy communication preferences being highlighted to appropriate patients to encourage opt out. A further communication preference update alert will sent to appropriate legacy patients going forward.

Clarification was sought around the patient self-scheduling system and the mitigations put in place to prevent overbooking of appointment times/dates. Confirmation was provided that appointment timeslots cannot be double-booked by different patients.

Further information was requested around the capabilities of the Dragon Copilot system to pick up various speaker accents alongside if the technology is available to use for patient telephone consultations. Confirmation was provided that the technology used for the Dragon Copilot system translates the two-way dialogue during the patient consultation into a clinic letter, with the audio transcription being utilised by the Clinician to support the translation process for any areas that are not transcribed. Attention was drawn that going forward, it was anticipated that interpretation and translation of different languages may also be supported by AI technologies.

Clarification was sought around the data protections in place for patients in relation to AI technologies alongside patient awareness of usage and availability to third parties. Attention was drawn that data exchanges via the Trust's AI technologies specifically the Copilot system is not shared with Microsoft. The Trust adheres to legislation and data protection rules with any patient-related studies that require data sharing with third party organisations, being secured directly with the patient.

Delivery update and Managing Through Winter

Vanessa Gardener, Chief Delivery Officer presented a 'delivery and winter' update with key information being outlined around delivery including 'emergency department performance', referral to treatment' and 'cancer'. The 'impact of the industrial action' was outlined alongside the 'National Oversight Framework', 'benchmarking performance', the Trust's 'Winter Plan' and 'approach to managing through winter'.

Associated Questions Raised by Governors:

Clarification was sought as whether primary care services were part of the Trust's Winter Planning process to ensure engagement and facilitate support around patient demand/surges. Confirmation was provided that collaborative working with GP/primary care colleagues has been progressed to support engagement and develop a coherent Winter Plan for the Trust and the wider healthcare system which includes primary care extended hours consultations.

Issues were cited around bed occupancy/capacity with specific reference being made to patient bed space on urgent care corridors. Attention was drawn that the Trust has allocated temporary escalation spaces in times when patient demand surges are high which enable the effective safe transfer of patients out of ambulances into the hospital urgent care setting. Assurance was provided that the use of temporary escalation spaces is monitored by the Trust's Quality, Safety and Performance Board Committee.

Clarification was sought as to whether, going forward, the Trust's Accident and Emergency (A&E) 4-hour wait target of 78% was felt achievable given winter pressures/patient demand. Confirmation was provided that the Trust is bound by constitutional standards with target trajectories being made based on seasonality and demand fluctuations. To support target delivery, patient pathway/flow redesign work is being progressed which includes the Trust's Hospital@Home programme. The Manchester Royal Infirmary is also working with the Local Care Organisations to support patient discharge and reablement programmes alongside reviewing patient flows to ensure appropriate urgent care capacity is achieved.

Further information was sought around the Trust's single point of access for Manchester and Trafford GPs specifically the networks that fall outside the Trust's main footprint. Confirmation was provided that the Trust's single point of access is proving successful in supporting patient care and preventing attendance at A&E with plans being progressed to expand this service going forward with new models of care being proposed to the Urgent Care Board.

Clarification was sought around the Trust's performance in comparison to Shelford Group peers. Attention was drawn to the various metrics available and that the Trust rates differently dependent upon the metric/target rate with monitoring and scrutiny of the Trust's performance being undertaken by the Quality, Safety and Performance Board Committee (related key information discussed under agenda item 8).

Workforce and Organisational Development update

Meera Nair, Chief People Officer presented a 'workforce' update with key information being outlined around equality, diversity and inclusion including 'revised equality, diversity & human rights group', 'Diversity Matters Strategy', 'New Staff Network Model' and 'Workforce Race Equality Standard & Workforce Disability Equality Standard Annual Reports', 'Staff Vacancies'. Managing Sickness Absence including the 'Absence Management Strategic Programme' was outlined alongside the One MFT Organisational Development Programme including the 'Power of Three'. An update on the Government's Immigration/VISA changes and impact on healthcare workers was also provided.

Associated Questions Raised by Governors:

Issues were raised around the Trust's Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) and specifically the lower numbers of staff that are shortlisted and interviewed in comparison to non-BAME and disabled counterparts. Further information was sought around the Trust's current vacancies specifically if clinically or non-clinically based. Assurance was provided that work is being progressed to make improvements by identifying barriers and developing/providing appropriate support to staff to remove barriers with reports being submitted nationally to NHS England. Attention was drawn that analysis and scrutiny of the WRES, WDES and vacancy information is undertaken at the People Board Committee (related key information discussed under agenda item 8). Going forward, an update on the Trust's Cultural programme would be provided to Governors.

Further information was sought around the Board of Directors' workforce equality standard declarations which were presented as being incomplete. Assurance was provided that work is being progressed to complete this process. Attention was drawn that a broader piece of work to encourage the wider Trust workforce to complete their profile data was highlighted.

Clarification was sought around the contingency plans that are in place to continue to support patient care in the event that the Government's changes to the UK's immigration/visa rules have a detrimental impact on healthcare workers requiring them to leave the Trust/UK. Confirmation was provided that Clinical Group Human Resource Directors are monitoring the immigration status of affected staff with appropriate action plans being in place to ensure the safety of patients going forward. Attention was drawn to the recent communication that was forwarded to Governors from affected staff which included some accusations. Assurance was provided that the Trust is working with Trade Union representatives to support staff with no accusations being raised however a review would be undertaken to ensure any issues are identified and appropriate support provided going forward. Attention was drawn to a recent communication received by Governors from another NHS Foundation Trust which outlines steps taken in attempt to resolve immigration/visa rule changes issues for affected staff. Assurance was provided that potential steps taken by other NHS Foundation Trusts have been tested with legal teams who have advised that these would not resolve issues, with any communication received by Governors being requested to be forwarded to the Senior Leadership Team to review/consider. Political factors alongside national bodies work that is being progress was outlined with further updates being provided to Governors over the coming weeks.

Patient Involvement and Experience

Kimberley Salmon-Jamieson, Interim Trust Deputy Chief Executive/ Chief Nursing Officer presented a patient involvement and experience update with key information being outlined around Patient Involvement and Experience including the 'NHS 10 Year Health Plan for England', Patient & Family Feedback including 'Friends and Family Test', 'Patient Experience Survey and MFT total score' and 'Quality Care Rounds', 'recent National Surveys', 'Patient Experience Key Improvements' and 'future developments and opportunities'. The current nursing vacancy rate was outlined at 3.2% which is the Trust's best position to date alongside 0.4% vacancy rate for the Trust's midwifery team.

Associated Questions Raised by Governors:

Further information was sought around the patient experience payment factors outlined in the Government's new 10-year health plan. Confirmation was provided that whilst more detailed information/guidance is awaited it is anticipated that joint working across several teams would be required to support the patient experience payment process.

| Decision | Action(s) | Lead | Complete / date for completion |
|-----------------|---|-------------|---------------------------------------|
| Noted | Update on the Trust's Cultural programme to be provided to Governors. | Meera Nair | January 2026 |

8.

Board Committee reports

The Trust Chair (Kathy Cowell) invited Trust Non-Executive Directors to provide an overview of the work that is being progressed at the Board Committees chaired by Non-Executive Directors (NEDs).

Quality, Performance and Safety Board Committee (QPSBC)

Damian Riley, Chair of the QPSBC/Trust NED highlighted some key activities and areas of focus in keeping with the QPSBC's work programme:

- Constitutional performance metrics were reviewed.
- Annual, Quarterly and Bi-monthly reports were received and reviewed for comments in preparation of formal submission to Board of Directors' meeting.
- A deep dive was undertaken around the Trust's Never Events specifically the surgical safety checklist compliance including the new surgical safety framework and policy launch alongside workplace/team culture.
- Stroke services review underway including the redevelopment of the patient pathway including ambulance services.
- Emergency hip replacement (fractured neck of femur) patient care review has been undertaken to make further improvements at North Manchester General Hospital.
- In-patient food/drink audits being undertaken to progress improvements with recent patient feedback revealing that benefits are being realised.
- Patient surveys including national inpatient and cancer have seen improvements.
- A further deep dive around urology cancer is to be undertaken at the December 2025 meeting.

Finance Board Committee (FBC)

Trevor Rees, Chair of the FBC/Trust Deputy Chair highlighted some key activities and areas of focus in keeping with the FBC's work programme:

- Key focus on the Trust's current financial position with an update received on the progress made against the plans in place to deliver the Trust's financial plan.
- Work is commencing to develop the Trust 2026/27 financial plan.
- Value for Patients work to include workforce planning elements to support efficiency savings going forward.
- Cash and capital spend challenges are being closely monitored.

Associated Questions Raised by Governors:

Further information was sought around the quality improvement methods being adopted by clinical teams to progress Value for Patients quality improvements. Confirmation was provided that all Value for Patient efficiencies undergo quality impact assessments to ensure patient safety and care is not compromised. Attention was drawn that the Trust is working with a transformation director to progress Trust-wide programmes which include clinical quality improvements in keeping with Model Hospital and Newton Europe Ltd. initiatives.

Audit and Risk Board Committee (ARBC)

Trevor Rees (Trust Deputy Chair) presented on behalf of the Chair of the ARBC, highlighting some key activities and areas of focus in keeping with the ARBC's work programme:

- Internal Audit workforce report has highlighted areas of improvement.
- Management action updates were received around patient food and catering.

Associated Questions Raised by Governors:

Clarification was sought around how the Board of Directors ensures the integrity of non-financial data. Confirmation was provided that the Trust's ensures the integrity of operational (non-financial) data via its Integrated Performance Reports across a range of metrics. Internal Audit reports also test key areas which include operational data with NEDs triangulating data across various sources received. Attention was drawn to a new regional accountability framework that will shortly be rolled out to highlight an NHS organisation's performance ranking in comparison to other health organisations.

People Board Committee (PBC)

Angela Adimora, Chair of the PBC/Trust NED highlighted some key activities and areas of focus in keeping with the PBC's work programme:

- Freedom To Speak Up (FTSU) Annual Report was received with key highlights including the successful FTSU recruitment campaign resulting in circa. 200 FTSU ambassadors being enlisted over the past 12-18 months with engagement and retention initiatives proving successful. There has also been a corresponding increase in FTSU concerns raised with regular reporting/monitoring being undertaken. Further work to support more robust feedback mechanisms will be progressed going forward.
- Automation of some finance and HR systems are being progressed with recent developments including payroll which have led to a reduction in costs and payment improvements.
- Nursing and midwifery recruitment levels were presented as part of the bi-monthly safer staffing reports with confirmation being received that the Trust is compliant against national standards.

Clarification was sought around the Trust's FTSU benchmark figures in comparison to other Shelford Trusts alongside if the nature of issues raised by staff are outside of a patient focus to be more broader staff-related issues. Confirmation was provided that the Trust's FTSU numbers whilst in an appropriate range, are currently lower than Shelford Group Trusts, with further improvement works being taken forward to raise staff awareness. The benefits of staff utilising the FTSU service to highlight staff concerns were highlighted with key factors including support around the Trust's recent change programme (One MFT) etc. Attention was drawn that any patient safety/safeguarding issues are escalated/directed to the appropriate support service(s) to address/rectify issues raised.

Issues were cited around the Trust's time to hire rate with clarification being sought if improvement plans were felt adequate to support recruitment processes/reduce time to hire period going forward. Confirmation was provided that whilst the current time to hire rate requires further improvement, work has been progressing with staff/staff side representatives to support redeployment opportunities which has had an impact on the Trust's time to hire rates. Going forward, further improvements will be undertaken to streamline these processes with the progress made being monitored by the People Board Committee.

Clarification was sought as to whether the Trust has an open culture to report incidents alongside mistakes. Attention was drawn to the Trust's Patient Safety Incident Reporting Framework and no blame culture support staff reporting with learning being an integral part of this process.

Digital and Estates Board Committee (DEBC)

Dr Samantha Liscio (Trust NED) highlighted some key activities and areas of focus in keeping with the DEBC's work programme:

- Regular reporting/monitoring of the Trust's Freedom of Information requests to ensure responses developed are in keeping with required timeframes in response to recommendations received from the Information Commissioner's Office. The associated improvement plan is currently on track to deliver required metrics/improvements.
- Internal Audit validation received of the Trust's Data Security and Protection Toolkit Assessment which has been aligned with the Cyber Assurance Framework. The Trust is the only organisation across Greater Manchester to achieve this.
- Regular updates around the Trust's Estate plans received including Citylab developments, RAAC replacement works, and the North Manchester General Hospital redevelopment programme.
- A Digital AI, Cyber security and digital future opportunities session is planned for a Board Development Seminar in December 2025.

Further information was requested around the Trust's Continuity Plan in the event of a cyberattack alongside the digital support/expertise that the Trust is providing to other Greater Manchester Trusts. Confirmation was provided that the Trust is currently exploring Epic digital possibilities (Electronic Patient Record) with other Trusts. Assurance was provided that as part of the Trust's Emergency Preparedness Resilience and Response Plan, loss of digital technology is built in with scenario testing being undertaken.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|-----------|------|--------------------------------|
| Noted | n/a | n/a | n/a |

9. Governor Election Results - 2025

Nick Gomm, Director of Corporate Business/Trust Board Secretary welcomed new Governors to their first Council of Governors' meeting following the recent 2025 Governor Elections, with the results being as follows:

Public Governors:

- Ivan Benett – Manchester.
- Aysha Ahmad – Manchester.
- Jake Buckingham – Manchester.
- Brian Baker - Rest of Greater Manchester.
- Harold Myers – Greater Manchester.
- Mustapha Koriba - Rest of England & Wales.
- Ann Balour – Trafford.

Staff Governors:

- Khadija Ali – Medical & Dental.
- Donald Dimitroff – Non-Clinical & Support.
- Sarah Jones – Nursing & Midwifery.
- Christopher Christopher - Nursing & Midwifery.
- Luke Carine – Other Clinical.

Re-nominated Governor:

- Anne-Marie Glenney – University of Manchester.

Newly elected and re-elected/re-nominated Governors formally started in office following the Trust's recent Annual Members' Meeting held on 29th September 2025.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|-----------|------|--------------------------------|
| Noted | n/a | n/a | n/a |

10. Lead Governor Election Results - 2025

Nick Gomm, Director of Corporate Business/Trust Board Secretary informed Governors that the result of the Trust's Lead Governor Elections for 2025, were as follows:

- Dr Ivan Benett (Public Governor - Manchester) duly elected unopposed.

In keeping with the Trust's current Constitution (July 2022), the term of office is for a 12-month period ending at the Council of Governors' Meeting scheduled for November 2026.

The Trust Chair (Kathy Cowell), Trust Officers and fellow Council of Governors passed on their congratulations to Ivan Benett in his second term as the Trust's Lead Governor.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|-----------|------|--------------------------------|
| Noted | n/a | n/a | n/a |

11. Any Other Business

No other items were raised.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|-----------|------|--------------------------------|
| Noted | n/a | n/a | n/a |

12. Meeting Evaluation

No issues were raised.

| Decision | Action(s) | Lead | Complete / date for completion |
|----------|-----------|------|--------------------------------|
| Noted | n/a | n/a | n/a |

Date of next meeting:

NEW 2026 MEETING DATES:

**Wednesday 18th February 2026 at 1.00pm – 4.30pm
(Pre-COG at 11.30am and Governor/NED Networking at 12.15pm)
Nowgen Centre, Oxford Road Campus**

**Wednesday 6th May 2026 at 1.00pm – 4.30pm
(Pre-COG at 11.30am and Governor/NED Networking at 12.15pm)
Nowgen Centre, Oxford Road Campus**

**Wednesday 29th July 2026 at 1.00pm – 4.30pm
(Pre-COG at 11.30am and Governor/NED Networking at 12.15pm)
Nowgen Centre, Oxford Road Campus**

**Wednesday 4th November 2026 at 1.30pm – 5.00pm
(Pre-COG at 11.30am and Governor/NED Networking at 12.15pm)
Nowgen Centre, Oxford Road Campus**

Action log from meeting – 19th November 2025

| Reference | Actions | Lead | Date for completion |
|------------------|---|---------------------------|---------------------------|
| 19.11.25-7.1(i) | Further information around the Trust's Active Hospital programme to be provided to Governors. | Kimberley Salmon-Jamieson | Ongoing - April 2026 |
| 19.11.25-7.1(ii) | Further information around the alignment of the new 10-Year Plan and Greater Manchester Integrated Care Plans/Programmes to be provided to Governors. | Manisha Kumar | Completed - December 2025 |
| 19.11.25-7.2 | Update on the Trust's Cultural programme to be provided to Governors. | Meera Nair | Completed- January 2026 |