

AGENDA – ANNUAL MEMBERS MEETING

To be held at 13:00 on Wednesday 15 October 2025
 In the Lecture Theatre, Bolton School of Medicine, Minerva Road, Farnworth, Bolton, BL4 0JR

Ref N ^o .	Agenda Item	Process	Lead	Time
PRELIMINARY BUSINESS				
AM001/25	Chair’s welcome and note of apologies	Verbal	Chair	
	Purpose: To record apologies for absence and confirm the meeting is quorate.			
AM002/25	Declaration of Interests concerning agenda items	Verbal	Chair	
	Purpose: To record any Declarations of Interest relating to items on the agenda.			
AM003/25	Minutes of the previous meeting	Report	Chair	13:00 (10 mins)
	a) Meeting held on 14 October 2024			
	Purpose: To approve the minutes of the previous meetings			
AM004/25	Matters Arising	Report	Chair	
	Purpose: To consider any matters arising not included anywhere on agenda.			
CORE BUSINESS				
AM005/24	Review of the Year	Presentation	Execs	13:30 (50 mins)
	- Improving Care, Transforming Lives - A great place to work - A high performing, productive organisation - An organisation that is fit for the future - A positive partner			
	Purpose: To receive the Review of the Year			
ANNUAL REPORT				
AM006/25	<u>Annual Report and Accounts 2024/25</u>	Report	CFO	14:20 (10 mins)
	Purpose: To receive the Annual Report and Accounts 2024/25.			

AM008/25 Report of the Independent Auditor

Presentation

Daniel
Watson
/Ian
Gilroy
CEO**14:30**
(10 mins)*Purpose: To **receive** the Report of the Independent Auditor.***AM009/25 Forward Look**

Presentation

*Purpose: To **receive** the Forward Look.***MEMBERSHIP UPDATE****AM010/25 2025 Governor Election Result and Membership Update**

Presentation

DCG

14:40
(10 mins)*Purpose: To **receive** the 2025 Governor Election Result and Membership Update.***QUESTIONS****CONCLUDING BUSINESS****AM011/25 Closing Statement**

Verbal

Chair

14:50
(05 mins)*Purpose: To agree items for escalation to the reporting committee through the Chair's Report***AM012/25 Any Other Business**

Report

Chair

14:55
(05 mins)*Purpose: To **receive** any urgent business not included on the agenda***Date and time of next meeting:**

- Thursday 04 December 2025

15:00**close****Chair: Niruban Ratnarajah**

Draft Minutes of the Annual Members Meeting

Held in Bevan/Nightingale Rooms, Lever Chambers Health Centre, Ashburner Street, Bolton,
and on Microsoft Teams

Monday 14 October 2024 at 2pm

Subject to the approval of the Annual Members Meeting on Monday 13 October 2025

Present

Name		Initials	Title
Ratnarajah	Niruban	NR	Chair
Ali	Imteyaz	IA	Public Elected Governor
Barnes	David	DB	Public Elected Governor
Binns	Catherine	CB	Staff Governor
Bristow	Malcolm	MB	Public Elected Governor
Burns	Cara	CB	Staff Governor
Burke	Gary	GB	Public Elected Governor
Cox	Martyn	MC	Appointed Governor
Fawell	David	DF	Public Elected Governor
Minshull	Geoffrey	GM	Public Elected Governor
Mistry	Champak	CM	Public Elected Governor
Ngamaba	Kayonda	KN	Public Elected Governor
Parker	Deborah	DP	Public Elected Governor
Rushton	Melanie	MR	Appointed Governor
Schenk	Ann	AS	Appointed Governor
Thompson	Dalton	DT	Public Elected Governor

In Attendance

Carter	Rachel	RC	Associate Director of Communications and Engagement
Crofts	Seth	SC	Associate Non-Executive Director
Crompton	Victoria	VC	Corporate Governance Manager
Ganz	Rebecca	RG	Non-Executive Director
Katema	Sharon	SK	Director of Corporate Governance
Long	Elizabeth	EL	Public – CEO 1Point Bolton
Lythgoe	Steve	SL	Public – North West Blood Bikes
Markham	Neville	NM	Chaplain
Mawrey	James	JM	Director of People and Deputy CEO
Noden	Fiona	FN	Chief Executive
North	Martin	MN	Non-Executive Director and Deputy Chair
Parrish	Margaret	MP	Public
Roberts	Tyrone	TR	Chief Nursing Officer
Walker	Annette	AW	Chief Finance Officer

Wheatcroft	Rae	RW	Chief Operating Officer
Apologies			
Andrews	Francis	FA	Medical Director
Bagley	Dave	DB	Appointed Governor
Cusick	Samm	SC	Public Elected Governor
Cummings	Jean	JC	Staff Governor
Fairchild	Tosca	TF	Non-Executive Director
Harriss	Sean	SH	Non-Executive Director
Hopps	Grace	GH	Public Elected Governor
Lee	Pauline	PL	Public Elected Governor
Mashangombe	Lindiwe	LM	Staff Governor
Ramsay	Jack	JR	Public Elected Governor
Stuttard	Alan	AS	Non-Executive Director
Taylor	Fiona	FLT	Non-Executive Director
White	Sharon	SW	Chief of Strategy and Partnerships

AGENDA ITEM	DESCRIPTION	Action Lead
-------------	-------------	-------------

PRELIMINARY BUSINESS

AM001/24 Chair's Welcome and Note of Apologies

The Chair extended a warm welcome to all attendees, provided an overview of the day's agenda, and drew attention to the changes in Board composition during the 2023/24 period.

Apologies for absence were noted as detailed above.

AM002/24 Declaration of interests

There were no declarations of interests in relation to the agenda items.

AM003/24 Minutes of the previous meetings

The Annual Members Meeting reviewed the minutes of the meeting held on 16 October 2023, and approved them as a correct and accurate record of proceedings.

RESOLVED:

The Annual Members Meeting **approved** the minutes from the meeting held on 16 October 2023.

AM004/24 Matters Arising

There were no matters arising.

CORE BUSINESS

AM005/24 Review of the Year

The Chief Executive welcomed all attendees and provided a summary of the Trust's performance over the year, including key statistics and developments across neighbourhoods. It was noted that the existing three districts would transition to six neighbourhoods, each comprising integrated teams aligned with Primary Care Networks (PCNs) and connected to Place.

The Executive Directors proceeded to provide an update on the organisation's strategic ambitions.

Ambition 1 – Provide Safe, High Quality Care

The Medical Director reviewed the progress in 2023/24, highlighting that the use of insights from the community medical examiner system, along with enhanced use of the Advanced Care Planning and Electronic Palliative Care Co-ordination System, had contributed to a reduction in hospital deaths.

A pilot initiative to capture patient, carer, and relative concerns about deterioration, along with the adoption of the 2023 NICE Sepsis guidance, and an improved pathway for patients with diabetic foot complications had all been introduced to reduce harm.

The Chief Nursing Officer outlined key achievements in 2023/24, including:

- The development of the Quality/Clinical Governance and Quality Improvement Plans.
- Workforce transformation and the efforts to maintain and improve patient and service user experience.
- Addressing health inequalities by understanding harms by ethnicity and postcode.
- Building on professional leadership by continued extensive organisational development work and a talent management framework for all Nurses, Midwives and Allied Health professionals at band 8a and above.

The Chief Operating Officer provided a look back at 2023/24, highlighting the following achievements:

- Implementation of new cancer standards and performance recovery.
- Opening the new theatres and a Community Diagnostic Centre.

- Establishing a sustainable model for the Urgent Treatment Centre.
- Introducing Robotic Process Automation to enhance service efficiency and effectiveness.

Ambition 2 – To be a great place to work

The Director of People/Deputy Chief Executive advised that during 2023/24:

- The Our Voice Change Programme and a new Leadership Development Programme were launched.
- External support was utilised for Freedom to Speak Up (FTSU) for when staff were concerned about raising issues with Trust Guardians.
- The Organisational Development Dashboard was established.
- Recruitment focussed on hard to fill and clinically essential positions with work to ensure the workforce was representative of the local community.
- There was a drive to reduce reliance on Agency and Variable pay spend and realign to more substantive work

Ambition 3 – To use our resources wisely and Ambition 4 – To develop an estate that is fit for the future

The Chief Finance Officer advised that during 2023/24:

- There was a revenue performance plan of £12.4m and the organisation ended the year with a deficit of £13.4m (reported £24.8m).
- Capital plan of £19.5m, included new theatres and community diagnostic hubs. The Trust spent £23.6m
- Challenging cost improvement requirements of £19.3m with £23.4m delivered, of which £8.3 was recurrent
- Developed a revised Trust estates master plan aligned to Clinical Strategy.
- Four new modular theatres opened December 2023 and new Community Diagnostic Centre opened March 2024.
- The Institute of Medical Science opened in September 2024.

Ambition 5 and 6 – To integrate care and develop partnerships

The Chief of Strategy and Partnerships advised that during 2023/24:

- Bolton's Locality Strategy was finalised.
- The Trust and Clinical Strategies were refreshed and published.

- Worked on system solutions to long-standing issues i.e. discharge and flow between providers.

RESOLVED:

The Annual Members Meeting **received** the Review of the Year

AM006/24 Trust Strategy and Look Forward

The Chief Executive informed attendees that, in 2024, the organisation had launched its Trust Strategy for the period 2024–2029. The strategy set out five key ambitions and fifteen intended outcomes to be achieved over the next five years.

The Chief of Strategy and Partnerships then introduced the new organisational strategy video and outlined the delivery approach via the Annual Plan. It was noted that a revised strategy and planning framework had been implemented to support this.

2024/25 Annual Plan

The Annual Plan for 2024/25 was presented, outlining the organisation's strategic priorities and objectives for the forthcoming year. The plan provided a clear roadmap, reflecting insights, goals, and initiatives shared during team presentations, and ensures alignment across departments. Emphasis was placed on collective action and interdepartmental collaboration, building upon the ideas and proposals previously discussed. Regular monitoring and tracking mechanisms would be employed to ensure transparency, address emerging challenges, and maintain alignment with strategic objectives.

Key priorities within the Annual Plan included:

- Reduce avoidable harm across all services by enhancing environmental and procedural safety, prioritising prevention, and embedding learning from incidents to ensure safety for all.
- Act on all staff feedback, and through the 'Our Voice Change Programme', using this feedback to make Bolton a great place to work for everyone.
- Reduce waiting times for both planned and unplanned care.
- Optimise capacity to improve patient flow, reduce delays, and enhance service utilisation.
- Deliver recurrent cost improvement savings and implementing processes to ensure the efficient use of resources.

The Annual Plan aimed to ensure that all staff were aware of the shared priorities and the actions required to be completed or initiated by March 2025.

To support the successful delivery of the identified priorities, it was emphasised that regular monitoring and reporting of progress was essential. This would enable the Trust to identify any emerging issues or barriers and ensure continued alignment with strategic goals.

Oversight and monitoring of the Annual Plan would be undertaken by the Trust Management Committee, which reported directly to the Executive Directors. The Executive Directors would retain overall accountability for the delivery of the plan. The Committee brought together clinical, operational, and corporate leaders from across the organisation to collectively implement the actions outlined in the plan and address any issues that may arise.

RESOLVED:

The Annual Members Meeting **received** the Trust Strategy and Look Forward.

AM007/24 Questions

DB raised the matter of health inequalities and enquired how the Trust intended to engage with community groups. In response, FN explained that neighbourhood teams would begin by identifying the community groups operating within their respective areas. This approach would enable a deeper understanding of local needs and facilitate the provision of tailored support, recognising that different communities require distinct approaches. RW emphasised the importance of prioritising community-based services over hospital-centric care, noting that the development of neighbourhoods represents a foundational step in this transformation.

In response to a query from TR, NR highlighted that the Trust was one of the largest employers in the area, with a significant proportion of staff residing in Bolton. It was therefore considered essential to support staff health and wellbeing, as fostering healthy habits among staff would have a positive impact on their families and the wider community. AS reported that the Trust was also engaging with schools to promote long-term health initiatives, adopting a cradle-to-grave approach to health promotion.

DP queried the cause of the 65-week waiting times. RW explained that whilst extended waiting times affected multiple specialties, the most significant backlog was within ENT, followed by gynaecology and orthopaedics. NR added that this issue was prevalent across the country. Although mutual aid may not be feasible due to similar pressures within Greater Manchester hospitals, the Trust remains committed to collaboration wherever possible.

ANNUAL REPORT

AM008/24 Annual Report and Accounts 2023/24

The Director of Corporate Governance advised the Annual Report and Accounts had been laid before Parliament.

The full document was available on the Trust website and printed summary Annual Reports were also available.

RESOLVED:

The Annual Members Meeting **received** the Annual Report and Accounts.

AM009/24 Report of the Independent Auditor

The Chief Finance Officer presented the report of the Independent Auditor to the meeting highlighting that the Trust Annual Accounts had received an unqualified opinion.

RESOLVED:

The Annual Members Meeting **received** the Report of the Independent Auditor.

AM010/24 2024 Governor Election Result and Membership Update

The Director of Corporate Governance presented the 2024 Election results:

Area	Elected
Bolton North East	David Fawell Geoffrey Minshull
Bolton South East	Ali Abdalla Ahmed Omar Mansur <i>One vacancy remains</i>
Bolton West	David Barnes Pauline Lee
Rest of England	Daryl Cassidy
Nurses and Midwives	<i>No valid nominations received</i>
Doctor/Dentist	<i>No valid nominations received</i>

The Trust thanked the Governors who had completed their term of office in 2024.

The Director of Corporate Governance advised at the start of the financial year the Trust had 4,949 public members and 6,367 staff members. At year end on 31 March 2024 there were 4,870 public members and 6,671 staff members.

The Membership Matters Newsletters had been circulated twice over the last year and Governor stands had been held at the Royal Bolton Hospital and Bolton Unity Festival. Consideration would be given as to how Governors could engage more with members over the coming year.

RESOLVED:

The Annual Members Meeting **received** the 2024 Governor Election result and Membership Update.

CONCLUDING BUSINESS

AM011/24 Closing Statement

The Chair thanked all those in attendance including the newly elected Governors and the members of the public.

The Chief Executive thanked the Executive Team for their comprehensive presentation and the work completed to develop the new Trust Strategy.

AM012/24 Any Other Business

There being no other business, the Chair thanked all for attending and brought the meeting to a close at 16:00.

The next Annual Members Meeting would be held on 13 October 2025.