

AGENDA – COUNCIL OF GOVERNORS

To be held at 14:00pm on Thursday 11 June 2026
 Seminar Room 1, Education Centre

Ref N ^o .	Agenda Item	Process	Lead	Time
PART 2				
Proposed resolution: Representatives of the press and other members of the public be excluded from this part of the meeting having regard to the confidential nature of the business to be transacted.				
CG017/26	Chair's Appraisal <i>Purpose: To approve the Chair Appraisal</i>	Report/ Presentation	SID	14:00 (10 mins)
CG018/26	Non-Executive Director Fit and Proper Person Check Update <i>Purpose: To receive the NED Fit and Proper Person Check Update</i>	Report/ Presentation	Chair	14:10 (10 mins)
CG019/26	Non-Executive Director Succession Planning <i>Purpose: To approve the NED Succession Planning</i>	Report/ Presentation	Chair	14:20 (10 mins)
Refreshments 14:30 (10 mins)				
CG020/26	Main Entrance Development <i>Purpose: To receive an update on the Main Entrance Development</i>	Presentation	iFM/ Novinti	14:40 (20 mins)
CG021/26	Chairs Welcome and Notes of Apologies <i>Purpose: To record apologies for absence and confirm the meeting is quorate.</i>	Verbal	Chair	
CG022/26	Declaration of Interests concerning agenda items <i>Purpose: To record any Declarations of Interest relating to items on the agenda.</i>	Verbal	Chair	15:00 (10 mins)
CG023/26	Minutes of the previous meeting a) 05 February 2026 b) 29 April 2026	Report	Chair	

*Purpose: To **receive** the minutes of the previous meeting*

CG024/26 Matters Arising and Action Logs

Report

Chair

*Purpose: To consider any matters arising not included anywhere on agenda, review outstanding and **approve** completed actions.*

CORE BUSINESS

CG025/26 Chair's Update

Presentation

Chair

15:10
(05 mins)

*Purpose: To **receive** the Chair's Update*

CG026/26 Chief Executive Report

Report/
Presentation

CEO

15:15
(05 mins)

*Purpose: To **receive** the Chief Executive Report*

CG027/26 NHS Staff Survey 2025/26 Results and Response

Presentation

CPO

15:20
(10 mins)

*Purpose: To **receive** the NHS Staff Survey 2025/26 Results and Response*

GOVERNOR INVOLVEMENT AND ENGAGEMENT

CG028/26 Governor Feedback

Verbal

All

15:30
(05 mins)

*Purpose: To **receive** feedback from Governors.*

ASSURANCE AND ACCOUNTABILITY

CG029/26 Board Committee Chairs' Reports

Report &
Presentation

NEDS

15:35
(20 mins)

- Audit and Risk Committee
- Finance and Investment Committee
- People Committee
- Quality Assurance Committee

*Purpose: To **receive** the Board Committee Chairs' Reports*

CONCLUDING BUSINESS

CG030/26 Any Other Business

Verbal

Chair

15:55
(05 mins)

*Purpose: To **receive** any urgent business not included on the agenda*

Date and time of next meeting:

03 December 2026 at 2.30pm in Seminar Room 1,
Education Centre

16:00
close

Chair: Dr Niruban Ratnarajah

Draft Minutes of the Council of Governors Meeting

Held in Seminar Room 1, Education Centre

Thursday 05 February 2026 at 14:00

(Subject to approval at the meeting to be held on 11 June 2026)

Present

Name	Initials	Title
Niruban Ratnarajah	NR	Chair
Andrea Taylor-Burke	ATB	Appointed Governor
Ann Schenk	ASc	Appointed Governor
Dalton Thompson	DT	Public Elected Governor
Dave Bagley	DBag	Appointed Governor
David Barnes	DB	Public Elected Governor
David Fawell	DF	Public Elected Governor
Gary Burke	GB	Public Elected Governor
Grace Hopps	GH	Public Elected Governor
Jack Ramsay	JR	Public Elected Governor
Kayonda Ngamba	KN	Public Elected Governor
Lisa Brownlow	LB	Staff Governor
Pauline Lee	PL	Public Elected Governor
Thomas Hardman	TH	Staff Governor

In Attendance

Fiona Noden	FN	Chief Executive
Annette Walker	AW	Chief Finance Officer
Sean Harriss	SH	Non-Executive Director
Seth Crofts	SC	Non-Executive Director
Sharon Katema	SK	Director of Corporate Governance
Sharon White	SW	Chief of Strategy and Partnerships
Tony Allen	TA	Non-Executive Director
Victoria Crompton	VC	Corporate Governance Manager

Apologies

Cara Burns	CB	Staff Governor
Catherine Binns	CB	Staff Governor
Dave Thomas	DT	Public Elected Governor
Fiona Taylor	FLT	Non-Executive Director
Geoffrey Minshull	GM	Public Elected Governor
Ian Williamson	IW	Non-Executive Director
James Mawrey	JM	Chief of People/Deputy Chief Executive
Janat Hulston	JH	Non-Executive Director
Joe Santoro	JS	Public Elected Governor
Malcolm Bristow	MB	Public Elected Governor
Martin North	MN	Non-Executive Director/Deputy Chair
Melanie Rushton	MR	Appointed Governor
Naheem Khan	NK	Public Elected Governor
Rachel Carter	RC	Associate Director of Communications and Engagement
Rae Wheatcroft	RW	Chief Operating Officer
Tyrone Roberts	TR	Chief Nursing Officer

PART 1

AGENDA ITEM	DESCRIPTION	Action Lead
CG002/26	Chair's Welcome and Note of Apologies The Chair welcomed all attendees to the meeting. Apologies for absence were noted as detailed above.	
GG003/26	Declaration of Interests concerning agenda items There were no declarations of interests in relation to the agenda items.	
CG004/26	Minutes of the previous meetings The Council of Governors received and approved the minutes of the meeting held on 11 December 2025, as a correct and accurate record of proceedings. RESOLVED: The Council of Governors approved the minutes from the meeting held on 11 December 2025.	

CG005/26 Matters Arising and Action Logs

There were no matters arising to consider.

CORE BUSINESS

CG006/26 Chair's Update

The Chair provided an update on the Trust's Medium-Term Plan, noting that work continued to refine the underlying financial, workforce and deliverability assumptions ahead of the final submission. It was reported that whilst performance trajectories broadly aligned with national expectations, further targeted improvement remained necessary in urgent and emergency care.

The Council of Governors noted the importance of ensuring full alignment and triangulation of cost, activity and workforce projections to support a credible plan. The update emphasised that a multi-year approach was essential, as the deliverability of the first year would directly affect improvements and workforce stability in subsequent years.

Finally, NR said the Board would review the strategy, financial assumptions and engagement with NHS England would help finalise the plan before it was submitted.

JR queried the extent of staff engagement in delivering planned savings. NR advised that engagement was variable across the Trust, with pockets of strong buy-in but a lack of consistency overall.

GH queried the trajectory of the Cost Improvement Programme over the three-year period. NR advised that a target of 5% per annum had been assumed, albeit with associated risks. GH further sought clarity on whether any services would be discontinued. NR advised that SW was exploring transformation opportunities, noting that this was not necessarily expected to result in service cessation but could involve changes to the way services were delivered. FN added that the Trust had identified its most costly services and was considering how these could be delivered more efficiently.

AS noted, that where reference costs were already efficient, there would be limited scope for further cost improvement. NR highlighted the challenge of balancing the requirement to maintain safe service delivery with the need to achieve financial balance.

DB queried whether the appointment of a strategic partner implied that the Trust was entering special measures. NR clarified that this was not the case and that external support was intended to assist the Trust in delivering recovery and improvement. It was noted that, whilst performance remained comparatively stronger than some other regions, there was a risk that NHS England could mandate a turnaround approach if delivery concerns persisted.

PL queried whether increased staff sickness related to short-term or long-term absence, and whether there remained ongoing impacts from COVID-19. NR advised that the position reflected a combination of both short and long-term absence, with short-term sickness expected to increase during the winter period. Further detailed analysis was in progress.

DBag commented that the three-year planning approach was appropriate, noting that changes across the borough would require time to embed.

RESOLVED:

The Council of Governors **received** the Chair's Update.

CG007/26 Chief Executive Report

The Chief Executive presented her report, which summarised activities, awards and achievements since the last Board meeting. The following key points were noted:

- Staff made the festive period special for patients and their loved ones. Lydia Hill, a Play Specialist, supported children on Christmas Day at Royal Bolton Hospital, ensuring only those needing hospital care were on the ward.
- The Trust continued to lead in equality, diversity, and inclusion through initiatives like the 'We Belong' module in the Our Leaders training programme, focusing on WRES awareness, anti-racism, inclusive recruitment, unconscious bias, and active bystander approaches.
- The Trust launched digital check-in kiosks in Outpatient departments to modernise services, reduce congestion, and give patients more control over their appointments.
- The University of Greater Manchester officially opened its state-of-the-art medical training building at Royal Bolton Hospital, marking a pivotal chapter in Bolton's healthcare journey.

RESOLVED:

The Council of Governors **received** the Chief Executive Report.

CG008/26 Governor Feedback

DB highlighted the need for improved support for Governors in understanding how key issues and activities aligned with quality. It was noted that the Quality Assurance Committee had introduced a standing agenda item to ensure relevant matters were escalated and fed into the Governor Quality Committee.

RESOLVED:

The Council of Governors **received** the Governor Feedback.

CG009/26 Board Committee Chair's Report's**Charitable Funds Committee**

The Charitable Funds Committee was held on 22 January 2026 and Chaired by Seth Crofts. The key highlights from the meeting were:

- The Committee received assurance on charity performance and funding activity, including the Q3 highlight report, Dream 10 initiative, and forward priorities for 2026/27.
- An update was received on the Charity's financial position to December 2025, which included a net decrease in funds and current fund balances.
- The Committee approved two cardiology equipment applications, subject to Capital Review Group approval.

Finance and Investment Committee

The Finance and Investment Committee was held on 28 January 2026 and Chaired by Sean Harriss. The key highlights from the meeting were:

- There was a significant financial risk, including a £17.4m deficit, CIP under delivery, and reliance on delivering a surplus in-year to meet forecast.
- The Committee reviewed the medium-term financial plan, noting the requirement for £26m improvement in year one and that CIP development was materially behind schedule.
- The Committee received updates on digital programme risks, specifically the Maternity EPR delay and reset, with further report to follow.
- The Committee supported key business cases and investment decisions, including the Managed Equipment Service (MES) retender and main entrance redevelopment, and noted limited benefits realisation available for the community business case at this stage.

People Committee

The People Committee was held on 20 January 2026 and Chaired by Martin North. The key highlights from the meeting were:

- The Chief People Officer reported sustained organisational pressures, and staff were thanked for their continued commitment amid increasing operational and workforce pressures.
- It was noted that key workforce metrics, including sickness absence, appraisal completion and engagement, had deteriorated, reflecting increased pressure on staff, with further workforce reductions still required to address the financial challenge.
- The Committee acknowledged updates on culture, leadership development and the Our Future Programme, noting declining staff engagement linked to financial pressures but continued delivery of leadership initiatives focused on values, behaviours and inclusivity.
- Assurance was received on a range of workforce areas, including Gender Pay Gap, Freedom to Speak Up, Guardian of Safe Working, and Job Evaluation, with appropriate governance arrangements, oversight and improvement actions in place.
- The Committee noted progress against national and local initiatives, including the Resident Doctors' 10-point plan, implementation of an HR chatbot to improve staff access to information, and continued challenges in workforce performance metrics as reported through the iFM People and Culture report.

Quality Assurance Committee

The Quality Assurance Committee was held on 28 January 2026 and Chaired by Fiona Taylor. The key highlights from the meeting were:

- The Committee received assurance that performance across key quality and safety indicators remained stable, with improvements in mortality metrics, continued compliance with the Maternity Incentive Scheme Year 7 requirements, and no new risks identified.
- The Committee noted sustained progress against the 2025/26 Quality Account priorities and Quality Improvement (QI) plan, including advancement of deteriorating patient workstreams, Releasing Time to Care, and continued strengthening of QI capability and organisational learning.
- The Committee were advised of ongoing operational pressures in specific services, including audiology backlogs, workforce fragility, and clinical correspondence timeliness, with recovery plans in place and no evidence of patient harm identified.
- The Committee reviewed key assurance reports, including Learning from Deaths, clinical coding, and thematic reviews, noting improvements in data quality, progress on investigations, and actions to address identified clinical risks and service issues.

DF queried the underspend against the capital plan. AW advised that capital expenditure remained challenging due to late allocations and the slippage of schemes; however, a plan was in place to utilise available funding by year end.

SH added that capital expenditure was subject to ongoing assessment and prioritisation to maximise impact on patient outcomes whilst supporting cost reduction. AW further advised that capital funding was split between general operational requirements and targeted allocations, including Reinforced Autoclaved Aerated Concrete (RAAC). Divisions maintained forward programmes to identify replacement requirements and timelines, with any associated risks captured on the risk register.

GH commended staff for achievement of CNST requirements and conveyed recognition of this work.

JR queried whether criminal incidents similar to those reported nationally could occur within the Trust. FN advised that robust systems and controls were in place, including values-based recruitment, comprehensive mortality review processes and close working with the Medical Examiner and Coroner. It was noted that there were multiple mechanisms in place to provide assurance on the quality and safety of care and staff were actively encouraged to speak up, with all deaths reviewed and any concerns subject to further investigation.

RESOLVED:

The Council of Governors **received** the Board Committee Chair's Report's.

CG010/26 Our Bolton NHS Charity's Annual Report and Accounts for Year Ending 31 March 2025

Seth Crofts, Non-Executive Director, presented the Our Bolton NHS Charity Annual Report and Accounts for the year ending 31 March 2025. It was noted that the report and financial statements outlined the Charity's structure, governance and management arrangements; provided a breakdown of income and expenditure; described key priorities for 2025/26; and set out the financial position for the year.

It was further noted that the annual report and accounts would be submitted to the Charity Commission by the statutory deadline of 31 January 2026.

RESOLVED:

The Council of Governors **received** the Our Bolton NHS Charity's Annual Report and accounts for Year Ending 31 March 2026

CONCLUDING BUSINESS

CG011/26 Any Other Business

The next Council of Governors meeting would be held on **Thursday 11 June 2026**
at **14:00 – 16:00**.

Name	Role	April	June	August	AMM	December	February
Present							
Niruban Ratnarajah	Chair	✓	✓	✓	✓	✓	✓
Murtala Abubakar	Public Governor				A	A	-
Oboh Achioyamen	Public Governor	DNA	DNA	✓	DNA	✓	-
Imteyaz Ali	Public Governor	A	DNA	✓			
Dave Bagley	Appointed Governor	✓	A	A	✓	✓	✓
David Barnes	Public Governor	✓	✓	✓	A	✓	✓
Catherine Binns	Staff Governor	✓	✓	✓	✓	✓	A
Malcolm Bristow	Public Governor	A	A	✓	✓	✓	A
Lisa Brownlow	Staff Governor				✓	✓	✓
Gary Burke	Public Governor	A	✓	✓	✓	A	✓
Cara Burns	Staff Governor	✓	✓	A	✓	✓	A
Martyn Cox	Appointed Governor	DNA	DNA	DNA			
Jean Cummings	Staff Governor	✓	DNA	✓	A	✓	A
Sumirna Cusick	Public Governor	A	A	A			
David Fawell	Public Governor	A	✓	✓	✓	✓	✓
Thomas Hardman	Staff Governor				✓	✓	✓
Grace Hopps	Public Governor	✓	✓	✓	✓	✓	✓
Naheem Khan	Public Governor				✓	✓	-
Pauline Lee	Public Governor	A	✓	✓	✓	A	✓
Lindiwe Mashangombe	Staff Governor	A	A	A			
Geoffrey Minshull	Public Governor	✓	DNA	A	✓	A	A
Champak Mistry	Public Governor	DNA	DNA	A			
Samir Naseef	Appointed Governor	DNA	DNA	DNA	DNA	DNA	DNA
Kayonda Ngamaba	Public Governor	DNA	A	DNA	✓	✓	✓
Deborah Parker	Public Governor	A					
Isa Patel	Public Governor				✓	✓	-
Michelle Powell	Appointed Governor	A	A	A	A	A	A
Jack Ramsay	Public Governor	A	DNA	✓	A	✓	✓
Melanie Rushton	Appointed Governor	A	DNA	A	A	✓	A
Joe Santoro	Public Governor				A	✓	A
Ann Schenk	Appointed Governor	✓	✓	✓	A	✓	✓
Andrea Taylor-Burke	Appointed Governor				✓	✓	✓
David Thomas	Public Governor	A	✓	A	✓	A	A
Dalton Thompson	Public Governor	DNA	DNA	DNA	✓	✓	✓
Dawn Yates-Obe	Appointed Governor	A	✓	A	A	✓	-

Report Title:	Chief Executive's Report			
Meeting:	Council of Governors	Action Required	Assurance	✓
Date:	11 June 2026		Discussion	
Executive Sponsor	Chief Executive		Decision	

Purpose of the report	To update the Council of Governors on key internal and external activity that has taken place since the previous reporting period, in line with the Trust's strategic ambitions.
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Previously considered by:	Board of Directors.
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Executive Summary	This Chief Executive's report provides an update on key activity that has taken place since the previous reporting period including any internal developments and external relations.
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Proposed Resolution	The Council of Governors are asked to note the Chief Executive's Report.
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Strategic Ambition(s) this report relates to				
Improving care, transforming lives	A great place to work	A high performing productive organisation	An organisation that's fit for the future	A Positive partner
✓	✓	✓	✓	✓

Summary of key elements / Implications		
Implications	Yes/No	If Yes, State Impact/Implications and Mitigation
Finance	No	
Legal/ Regulatory	No	
Health Inequalities	No	
Equality, Diversity and Inclusion	No	
Is a Quality Impact Assessment required	No	

Prepared by:	Fiona Noden, Chief Executive	Presented by:	Fiona Noden, Chief Executive
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Ambition 1: Improving care, transforming lives

A new healthcare hub dedicated to helping people return home from hospital sooner is due to open on the Royal Bolton Hospital site. [The Integrated Transfer of Care Hub](#) will be open seven days a week to improve patient experience by increasing flow through our services, reducing the amount of time patients spend in hospital and creating tailored plans to support people at home. A singular hub will allow hospital and community services to work together to identify what additional support is needed for people once they have been discharged. This aligns with the Government's [10 Year Health Plan for England](#) which focuses on shifting care from hospitals to communities.

Our Research Team is helping to transform the lives of people living with hand and arm weakness following a stroke. We are one of 19 NHS Trusts across England [taking part in the Triceps trial, which has now recruited more than 200 people to take part](#). Once complete, the £2m trial could lead to the rollout of a new treatment which delivers electrical pulses to the brain during rehabilitation therapy, at cost and at scale. The treatment known as transcutaneous (through the skin) vagus nerve stimulation (TVNS) involves stimulating a key nerve called the vagus nerve, using a wearable device which connects to a wired earpiece.

We have introduced a [newly redesigned website](#) to serve as a central hub for information about the Trust and its services. The new site incorporates enhanced accessibility features, enabling a wider range of users to engage with content and access up-to-date news and information more easily. Ongoing user testing with our Bolton communities is helping to ensure the site is fit for purpose and is informing our continued focus on simplicity, accessibility and usability.

A team of our nurses who champion the safety of vulnerable adults and protect them from abuse and neglect have been [recognised for their work in empowering Bolton's communities](#). Our Adult Safeguarding team won the Innovation Award at the National Safeguarding Adults Board Managers Excellence Awards. Staff at the Trust have been supported to raise concerns, advocate for vulnerable adults, and engage in safeguarding with confidence, which has resulted in an increase in safeguarding referrals from frontline staff.

Ambition 2: A great place to work

Our 2025 NHS Staff Survey results reflect the impact of significant operational, workforce and financial pressures experienced during a challenging year of organisational change. There has been a decline across all NHS People Promise themes, which is consistent with national trends. Insights from the staff survey, alongside wider people and culture intelligence, have informed the development of five high-level, Trust-wide priorities which contribute towards our ambition to make Bolton a great place to work for all staff.

We recognised the hundreds of administrative and clerical workers who make sure services run smoothly and that patients are getting the right care, based at Royal Bolton Hospital and across Bolton's neighbourhoods [to mark this year's Administrative Professionals Day](#). As part of this, our Neighbourhood Multidisciplinary Team (MDT) Coordinators offered a look behind-the-scenes at what a typical day looks like in their roles.

On [International Day of the Midwife](#) we invited our communities to share messages of thanks for midwives who have made a difference to their families. The response was overwhelming, with an outpouring of appreciation for our 300-strong midwifery workforce. Many deeply personal messages highlighted the profound impact our teams have in supporting people as they grow their families.

On International Nurses' Day, we also took the opportunity to share our sincere thanks to our nursing workforce, who over the past twelve months have continued to deliver high-quality care despite the significant challenges faced.

Lindt delivered [thousands of chocolate bunnies worth £12,000 through Our Bolton NHS Charity](#). Nurses and staff shared the gold bunnies with patients and colleagues across the hospital to help spread the Easter joy, including the Neonatal Intensive Care Unit, the Children's Ward on E5, the Children's Emergency Department, Pharmacy and our Laboratories.

Ambition 3:

A high performing, productive organisation

We recently welcomed the North West Regional Director of Finance and Chief of Staff from NHS England as part of our participation in the Challenged Providers Programme. During their visit, they engaged with our Executive team and met colleagues across the organisation, including within our Maternity, and Emergency Department, to gain a broader understanding of key areas such as elderly and frailty care and our integration work. We value their support and expertise, alongside the constructive challenge they provide, which will help us strengthen performance and improve our financial position.

We have started to roll out [patient initiated follow-up \(PIFU\)](#) across all our specialties when clinically appropriate. PIFU is a modern, patient-centred approach to follow-up care that focuses on seeing patients when they need to be seen, rather than bringing them back routinely out of habit. As part of this model, there is a greater emphasis on advice and guidance to ensure that both new referrals and follow-ups are managed appropriately. This helps reduce reliance on outpatient clinics and improves access for those patients who would benefit most from being seen.

We shared advice about [how to access NHS services over the bank holiday periods](#), where we often see a rise in demand for the number of people who require care and treatment. This included our robust plans in place to manage any increase in demand during industrial action to ensure those who needed our care, received it as quickly as possible.

Ambition 4:

An organisation that's fit for the future

We have introduced a clearer way of connecting our long-term ambitions with our day-to-day priorities, so that our entire workforce can see how their work directly contributes to our shared goals. At the highest level sit our five ambitions, as set out in [our five-year strategy](#). These ambitions provide a strong and consistent foundation for everything we do, guiding us towards the outcomes we want to achieve for our patients, their families and our communities.

In addition, and underpinning our priorities is our sustainability plan which sets out the key themes we need to address to ensure our services are fit for the future. These include maximising the use of diagnostic tests, generating new income, reducing drug waste and making sure we are delivering our services within budget.

Planning [permission to create a new modern main entrance at Royal Bolton Hospital site has been submitted](#), marking a major step towards improving the experience for patients, visitors and staff. If planning permission is granted, the redevelopment will be fully funded and delivered by an external partner, with no impact on the Trust's budget or financial position. Improved facilities, alongside a wider choice of food and drink options will offer greater comfort and flexibility for those attending appointments or waiting for loved ones, helping to make time spent at the hospital as pleasant as possible. Subject to approval, work is expected to begin in summer 2026, with completion anticipated by spring 2027.

Ambition 5: A positive partner

The former Mayor of Bolton has visited our organisation for a tour of Our Bolton NHS Charity funded schemes that are making a difference to the lives of patients and families. Councillor David Chadwick had a lengthy stay in the Critical Care Unit at the end of 2024, and following his life-saving care chose Our Bolton NHS Charity as one of his mayoral charities. The tour included a visit to the children's and orthopaedic ward where Cllr Chadwick was able to meet with frontline colleagues and understand more about how services have benefitted from charity funding.

The charity schemes the mayor visited included the hospital's [scheme to feed parents](#) who find themselves staying in hospital while their children are being cared for, [a sensory wall in the orthopaedics waiting room](#), [LED ceiling tiles in the Plaster Room's patient bays](#), and our [medical gaming carts](#) and Tiny Tablets to help entertain patients in hospital who don't have access to bedside TV.

An [Our Bolton NHS Charity supporter has shared his heartfelt thanks](#) to the nurses who supported him during his cancer treatment in Bolton. On Monday 11 May, Gareth Price rang the bell on the Haematology Day Unit to symbolise the end of his cancer journey, after being diagnosed with lymphoma in 2025. After six rounds of chemotherapy and two rounds of Rituximab, Gareth recently received the news that he was cancer-free.

On Friday 03 July, Gareth and a group of close friends will cycle 750 kilometres [taking on 7,500 metres of climbing, across five incredible days to raise money for Our Bolton NHS Charity](#) and the Haematology Day Unit. The cycling event will see him set off from outside the main entrance of Royal Bolton Hospital at 7.30am on Friday 3 July, then riding through beautiful settings including Snowdonia, Chester, Lancaster and York, before returning to the hospital on Tuesday 7 July. The challenge coincides with the NHS' 78th birthday celebrations, as a tribute to our services and staff.

A [family has raised hundreds of pounds for Our Bolton NHS Charity](#) as a gesture of thanks to our staff who played a vital role in saving their young child's life. At just a few weeks old, the child was brought to the children's Emergency Department after experiencing concerning symptoms following treatment for bacterial meningitis. Following assessment and diagnostic imaging, the patient was transferred to a specialist children's hospital for urgent surgery. The family has since expressed their gratitude for the compassion, care and professionalism shown by staff during an extremely difficult time.

Our nurses have received national recognition for their involvement in delivering breast screening workshops to ladies with learning disabilities across Greater Manchester. The 'Let's Talk Boobs' project, led by Pennine Care NHS Foundation Trust, was [named a regional champion for Improving Health Outcomes at the 2026 NHS Excellence Awards](#). Developed and delivered by NHS teams across Greater Manchester, the initiative aims to help women with learning disabilities feel more confident about breast health and screening and being able to spot the signs and symptoms of breast cancer.

Report Title:	Committee Chair's Reports			
Meeting:	Council of Governors	Action Required	Assurance	✓
Date:	11 June 2026		Discussion	
Executive Sponsor	Director of Corporate Governance		Decision	

Purpose of the report	The purpose of this report is to provide an update and assurance to the Council of Governors on the work delegated to the Board committees.
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Previously considered by:	Board committees and Board of Directors
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Executive Summary	The attached Chair's reports provide an overview of matters discussed at recent committee meetings. The reports also set out the assurance received by the Committee and identifies the specific concerns that required the attention of the Board of Directors.
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Proposed Resolution	The Council of Governors are asked to receive the Committee Chair's Reports.
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Strategic Ambition(s) this report relates to				
Improving care, transforming lives	A great place to work	A high performing productive organisation	An organisation that's fit for the future	A Positive partner
✓		✓	✓	

Summary of Key Elements / Implications		
Implications	Yes/No	If Yes, State Impact/Implications and Mitigation
Finance	No	
Legal/ Regulatory	No	
Health Inequalities	No	
Equality, Diversity and Inclusion	No	

Prepared by:	Non-Executive Directors	Presented by:	Non-Executive Directors
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ALERT ADVISE ASSURE (AAA) Key Issues Highlight Report			
Name of Committee /Group:	Audit and Risk Committee	Reports to:	Board of Directors
Date of Meeting:	06 May 2026	Date of next meeting:	25 June 2026
Chair	Tony Allen, Non-Executive Director	Meeting Quoracy	Yes
AGENDA ITEMS DISCUSSED AT THE MEETING			
• External Audit Strategy Memorandum • Internal Audit Update • Counter Fraud Update • Board Assurance Framework • Corporate Risk Register • Modern Slavery Statement • Use of Trust Seal		• Declaration of Interest Register • Fit and Proper Person Report • NHS Self Certification Report • Annual Governance Statement (Draft) • Going Concern Report • Draft Annual Report • Draft Annual Accounts	
ALERT			
Agenda items		Action Required	
N/A			
ADVISE			
Internal Audit Update			
• The Assurance Framework Review was received, confirming alignment with NHS best practice, active use, and reflection of Board-level risks, with appropriate oversight of risk appetite. • The Risk Management Core Controls and Key Financial Controls audits were received, both achieving a ‘Substantial’ assurance opinion. • The Finance Systems Deep Dive – Agency Costs Audit Report, was received which had a ‘Moderate’ assurance opinion, with two high-risk and two medium-risk recommendations identified. • The Internal Audit Follow Up Report was received and the Committee raised concern regarding the volume, age and pace of closure of high-risk internal audit recommendations, particularly those relating to digital and IT systems. Members requested a more decisive approach, including review of relevance, ownership, and routes to closure. • The Internal Audit Charter was received, confirming it defined the function’s purpose, authority and scope in line with Global Internal Audit Standards (UK Public Sector), with compliance confirmed by MIAA. • The draft Head of Internal Audit Opinion was presented as ‘Moderate’, consistent with the previous year; discussion focused on actions required to achieve ‘Substantial’ assurance, particularly strengthening assurance ratings and closing overdue high-risk recommendations. • The Internal Audit Plan 2026/27 had been developed on a risk-based basis with Executive input and aligned to available resources, with flexibility to adapt during the year.			

Corporate Risk Register

The Committee received the Corporate Risk Register and noted that a number of risks had been long-standing. Concern was raised regarding potential lack of clarity between accepted residual risk, external factors and risks requiring active mitigation; assurance was provided that high-scoring risks were subject to regular review.

Modern Slavery Statement

The Modern Slavery Statement had been prepared in line with statutory and NHS England guidance, with further assurance to be sought on supply chain compliance.

Declarations of Interests

The Committee received the Declarations of Interest register and noted reduced compliance; the governance risk of sustained low compliance was highlighted, with continued focus on improvement requested.

ASSURE**Draft Audit and Risk Committee Annual Report**

The Draft Audit and Risk Committee Annual Report was received which summarised 2025/26 activity, governance and assurance.

External Audit Strategy Memorandum

The External Audit Strategy were received and discussed. No specific concerns were raised.

Counter Fraud Workplan and Annual Report

The Counter Fraud workplan was approved, demonstrating alignment to national standards, and the Committee received the Counter Fraud Annual Report, noting comprehensive assurance.

Board Assurance Framework (BAF)

The Board Assurance Framework was presented and received, confirming its role in supporting oversight of strategic objectives and principal risks; improved alignment with Trust priorities and Internal Audit recommendations was noted, alongside continued emphasis on effective triangulation with the Corporate Risk Register and committee oversight.

Use of Trust Seal

The use of the Trust Seal was presented, noting compliance with Standing Orders, application only following formal authorisation, and maintenance of a seal register; the Seal was used on five occasions during the reporting period.

Fit and Proper Persons Test (FPPT)

Assurance was received that FPPT requirements for Board members had been completed, supported by self-attestation and background checks. Outstanding related audit actions had also been closed.

NHS Self Certification Report

The NHS Self-Certification Report was presented, confirming the Trust's annual assessment of compliance with Provider Licence conditions and statutory requirements, with Board approval required by 31 May 2026.

Annual Governance Statement (AGS)

A draft AGS was received for information. The Committee noted that it remained iterative and would be updated to reflect final year-end assurances prior to endorsement at the June meeting.

Going Concern Report

The Committee received the Going Concern Report which confirmed that the year-end accounts should be prepared on a going concern basis.

Draft Annual Report and Accounts

The Committee received the draft Annual Report and Accounts which were progressing in line with statutory requirements and the reporting timetable.

New Risks identified at the meeting: None

Review of the Risk Register: N/A

Meeting Attendance					
Members	Feb	May	June	Sept	Dec
Tony Allen	✓	✓			
Sean Harris	✓	A			
Fiona Taylor	✓	✓			
Tiri Mutambasere	✓	✓			
Annette Walker	✓	✓			
Sharon Katema	✓	✓			

ALERT ADVISE ASSURE (AAA) Key Issues Highlight Report			
Name of Committee /Group:	Finance and Investment Committee	Reports to:	Board of Directors
Date of Meeting:	20 May 2026	Date of next meeting:	24 June 2026
Chair	Sean Harriss	Meeting Quoracy	Yes
AGENDA ITEMS DISCUSSED AT THE MEETING			
- Cost Improvement Programme Update - Month 1 Finance Report - Approval of High Value Contracts - Sustainability Partner Update		- Digital Programme Update - Contract Award Recommendation (Cuisine Centre)	
ALERT			
Agenda items			Action Required
Cost Improvement Programme Update - The Trust is reporting identified CIP of £28.71m against a total target of £38m. - Risk adjusted savings identified was at £18.73m, with 36% of schemes being at Plans in Progress (amber) and 42% at Fully Developed (green). The figure has since approved to £19.2m. - Issues which remain are: - Full target not yet identified. Work continues across several themes to address this. - Progress through the governance levels needs to accelerate and this process is being reviewed to expedite the process in future whilst maintaining good governance. Month 1 Finance Report - The Trust had a deficit in Month 1 of £3.1m. This is £17k favourable to plan. - The underlying deficit towards the end of 2025/26 was £1.6m per month, and the exit run rate was £25m, after the removal of 2025/26 DSF of £6.5m. Due to inflation pressures and the Efficiency Factor applied by NHSE, new cost pressures of £18m were identified heading into 2026/27. - The position includes £140k of Pay cost pressures caused by Industrial Action in April. No income loss has been assumed at this stage. - CIP is being reported on-plan at Month 1, with an achievement of £0.5m including £0.1m full-year effect of 2025/26 schemes. - The cash balance of £21.0m was above plan by £18.3m. Within this is £12.6m of PDC cash, plus some other temporary benefits including up-front payments from Commissioners, e.g. for Education. The underlying cash position is £6.1m. It is expected that Cash support will be required in August. - Capital spend in month was £1.3m which is £0.2m above plan.			

Digital Programme Update

In summary, the Digital function is navigating a complex environment, with major projects underway across programmes and clinical systems. An external review will independently assess current strengths and areas for improvement, supporting alignment with organisational priorities. The Digital & Transformation Group oversees progress and addresses delays, such as Windows 11 and Endobase upgrades, ensuring remedial actions are taken.

As the pipeline of digital schemes grows, disciplined prioritisation and strengthened governance will enable clearer decisions and focus resources where they have most impact. Any need for additional support or Executive input will be escalated to keep delivery on track and protect operational performance.

Work is currently underway to finalise the go live date for Maternity EPR and will be reported to the next Committee meeting.

ADVISE

Sustainability Partner Update

In April 2026, the Committee reviewed options for external support for the Cost Improvement Programme and long-term transformation, stressing the importance of clear outcomes, value for money, and internal capability. After further discussions, three delivery approaches were considered: external, hybrid, and in-house. The Executive favoured a hybrid model, blending external expertise with internal development for balanced progress. NHS England expects a clear, phased plan for delivery over the next two to three years, with work ongoing to define the model and timetable.

ASSURE

Approval of High Value Contracts

An updated was provided to the Finance & Investment Committee of the high value supplier payments register for suppliers who receive total payments above £1m. The revisions to the 2025/26 register are:

- Nine suppliers have been added to the high value payments register
- Increases in expenditure of £12.0m for six high value supplier payments

The forecast High Value Supplier Payments register for 2026/27 includes 38 suppliers.

Contract Award Recommendation

The Committee approved the award of a three-year contract for the provision of Delivered Ready Prepared Meal. Any future extension to the three-year term will return to F&I for approval before agreement.

New Risks identified at the meeting: None

Review of the Risk Register: N/A

Meeting Attendance 2026										
Members	Jan	Feb	Mar	Apr	May	Jun	Jul	Sep	Oct	Nov
Sean Harriss (Chair)	✓	✓	✓	✓	✓					
Annette Walker	✓	A	✓	✓	✓					
Rae Wheatcroft	✓	✓	✓	✓	A					
Sharon Katema	✓	✓	✓	✓	✓					
James Mawrey	✓	✓	✓	A	✓					
Sharon White	✓	✓	✓	✓	A					
Martin North	✓	✓	✓	✓	✓					
Janat Hulston	✓	✓	✓	✓	A					
Tiri Mutambasere		✓	✓	✓	A					
Ian Williamson	✓	A	✓	A	✓					
Seth Crofts	✓	✓	✓	✓	A					
✓ = In attendance A = Apologies										

ALERT | ADVISE | ASSURE (AAA)
Key Issues Highlight Report

Name of Committee /Group:	People Committee	Reports to:	Board of Directors
Date of Meeting:	19 May 2026	Date of next meeting:	21 July 2026
Chair	Martin North, Non-Executive Director	Meeting Quoracy	Yes

AGENDA ITEMS DISCUSSED AT THE MEETING

- | | |
|--|--|
| <ul style="list-style-type: none"> • Nursing & AHP Staffing Report • Midwifery Staffing Report • Workforce Delivery • NHS Staff Survey Response • Health & Wellbeing Update | <ul style="list-style-type: none"> • Freedom to Speak up Q4 update and Annual Report • Guardian of Safe Working Annual Report • Employee Relations Update |
|--|--|

ALERT
Workforce Delivery

The update provided an overview of progress delivered against the Medium-Term Workforce Plan and set out the proposed workforce priorities for 2026/27. Headlines highlighted:

- Workforce numbers fell to 6147, a reduction of 141 which is under plan by 109 as a result of a combination of grip and control and ward closures.
- Sickness was slightly reduced to 5.34% under forecast to 5.45%.
- Turnover remained stable and on plan at 12.1%.

Action

- The Committee looks forward to further triangulation with the sustainability plan.

ADVISE
Nursing & AHP Staffing Report

This bi-annual review confirms the Trust maintains effective systems and governance for nurse staffing. Changes in Medicine and Surgery, based on SNCT data and professional judgement, have been successfully embedded, with no increase in patient harm. Enhanced care processes and the POST assessment tool have improved matching observation levels to patient needs, reducing demand while maintaining safety. Daily Safe Care reviews, escalation, and Red Flag reporting continue to ensure oversight of staffing risks. The report identified a workforce planning risk limiting vacancy and supply visibility.

Midwifery Staffing Report

The report highlighted the ongoing maternity workforce challenges and detailed the actions taken to mitigate risk to clinical safety and improve training compliance in order to provide assurance of a safe maternity service. Safe staffing levels were maintained during the reporting period of July – December 2025, in part mitigated by the ongoing closure of the Beehive and Ingleside birthing options and the reallocation of staff to alternative clinical areas to supplement staffing levels.

NHS Staff Survey Results

The 2025 NHS Staff Survey results showed a decline across all NHS People Promise themes, more pronounced locally though some strengths remain. Steps to provide assurance are in place, including addition of a workforce risk relating to staff engagement and morale to the risk register with clear mitigations.

Next steps include Board consideration of the full staff survey response in May 2026, engagement with Divisional and Corporate leadership teams by end May 2026, local engagement with Teams by end June 2026, and finalisation of the People & Culture Plan/Actions by end July 2026.

ASSURE

Health and Wellbeing Update

The report set out the actions being taken to reduce sickness absence and support staff well-being in line with CIP target, national priorities and the local People priorities.

Freedom to Speak up Q4 update and Annual Report

The quarterly report outlined the numbers and themes relating to FTSU activity in Quarter 4 2025/26 and how the organisation is promoting a speak up, listen up, follow up culture.

The annual report is produced to provide the Board with annual assurance on the effectiveness of the Trust's Freedom to Speak Up (FTSU) arrangements for 2025/26, covering the period 1 April 2025 to 31 March 2026.

This will be going to the Board of Directors in July and will be discussed in more detail at that meeting.

Guardian of Safe Working Annual Report

The report detailed the Exception Reports by department, grade and type with outcomes reached for the year, 01 April 2025 to 31 March 2026, together with activities and issues arising during the reporting period.

This will be going to the Trust Board in July and will be discussed in more detail at that meeting.

Employee Relations Report

This report provides an update of employee relations activity that has taken place between July 202 and March 2026, including disciplinary, grievance and tribunal cases. This report also includes activity within the Job Evaluation Policy.

The aspects of this report are directly linked to the theme 'Sustaining & Retaining' pillar of our People Plan, continuing to ensure we are getting the basics right to make Bolton the best place to work.

New Risks identified at the meeting: None

Review of the Risk Register: None

Meeting Attendance 2026						
Members	Jan	Mar	May	Jul	Sept	Nov
James Mawrey	✓	✓	✓			
Sean Harriss	✓	-	✓			
Fiona Taylor	✓	A	A			
Tyrone Roberts	✓	A	A			
Sharon White	✓	-	A			
Annette Walker	✓	✓	A			
Ian Williamson	✓	✓	✓			
Janet Hulston	✓	A	✓			
Martin North	✓	✓	✓			
Gita Bhutani		✓	✓			
Sharon Katema	✓	✓	✓			
✓ = In attendance A = Apologies - = left the Trust						