

Membership and Engagement Committee Chair's Report
11th December 2025

Committee	Membership and Engagement Committee
Chair	Myrddin Roberts, Public Governor

Key discussion points and matters to be escalated from the discussion at the meeting:

<p>Alert <i>(matters that the Committee wishes to bring to the Board's attention)</i></p> <ul style="list-style-type: none"> The Committee supported the proposal to cleanse the membership database removing 3,981 members. Whilst not ideal, this will enable the Trust to re-build its membership and support improved communications and engagement.
<p>Assure <i>(matters in relation to which the Committee received assurance)</i></p> <ul style="list-style-type: none"> The process for Lead Governor succession was supported, and this will commence in January with a request for expressions of interest from Governors. Committee workplan in place.
<p>Advise <i>(items presented for the Board's information)</i></p> <ul style="list-style-type: none"> The Committee is seeking additional Governor membership. Governors will be contacted for expressions of interest in joining the Committee. The Committee discussed the possibility of a Board showing the Governors to be displayed in the main entrance. This was to be further discussed, and an update provided. The Trust's Freedom to Speak Up Guardian has been invited to provide an update at the next informal meeting with Governors.
<p>Risks <i>(discussed and new risks identified)</i></p> <ul style="list-style-type: none"> Not applicable.

MEMBERSHIP AND ENGAGEMENT COMMITTEE MINUTES
Thursday 11th September 2025 at 11.00 – 12.00
To be held via Microsoft Teams

Members	14/04/2025	03/07/2025	11/09/2025
Public Governor, Mr J Jones	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (Chair)	<input checked="" type="checkbox"/>
Public Governor, Ms S Dunbar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public Governor, Mr M Roberts (Chair)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (from 9.44am)	<input checked="" type="checkbox"/>
Staff Governor, Mr S Higgitt	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Attendees	14/04/2025	03/07/2025	11/09/2025
Neil Large – Trust Chair	<input checked="" type="checkbox"/>	N/A	N/A
Karan Wheatcroft – Director of Governance, Risk & Improvement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Nusaiba Cleuvenot – Head of Corporate Governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sian Edwards – Communications Manager	<input checked="" type="checkbox"/>	N/A	N/A
Helen Taylor - Head of Communications	N/A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Rachel Butterworth – Exec Office Manager - Minutes	N/A	<input checked="" type="checkbox"/>	NA

Agenda Number	Agenda item	Lead
1.	<u>Welcome and apologies</u> The Chair opened the meeting. Apologies were noted from SH.	
2.	<u>Declarations of Conflicts of Interest with agenda items</u> There were no declarations of interest to note.	
3.	<u>To approve the minutes of the Membership Management Committee on the 3rd July 2025</u> The minutes of the last meeting held on 3 rd July 2025 were approved as a true and accurate record of the meeting.	
4.	<u>To consider any matters arising and action log</u> There were no matters arising. All actions on the action log had been actioned and included on the agenda.	
5.	<u>Membership Strategy Update</u> KW provided an update on the Membership Strategy. Feedback from the previous meeting had been incorporated, and it was noted that all Foundation Trusts are required to have a Membership Strategy. NC had produced a draft Membership & Engagement Strategy for 2025–28 sharing an overview and key points with the Committee. It was confirmed that the strategy would need to go to the Council of Governors (COG) for final ratification.	

	<p>JJ queried a statement in the strategy that progress would be shared via newsletters and the website, asking whether ‘Countess Matters’ was still being published. HT responded that, due to capacity issues, ‘Countess Matters’ had not been published for some time. She acknowledged the need to fill this gap and explained that, although ‘Countess Matters’ was initially set up for members, it also serves the wider public. The Committee agreed that consideration should be given to how best to communicate with both members and the public.</p> <p>MR asked whether there was an up-to-date record of new and lost members. KW stated that there is a need for a better process for maintaining the membership database. Once the election is complete, the Committee will review the current position. Efforts are ongoing to obtain members’ email addresses. MR further queried whether email addresses are captured during registration. KW confirmed that, historically, email addresses were not captured, but these are now recorded during the registration process and efforts to obtain email addresses have been made through the recent election process.</p> <p>ACTION: The committee will receive an update on membership numbers post-election.</p> <p>The Committee:</p> <ul style="list-style-type: none"> • Approved the draft Membership and Engagement Strategy 2025–28. • Recommended its ratification at the next Council of Governors meeting. 	NC
6.	<p><u>Membership and Engagement Activity</u></p> <p>KW provided an update on membership and engagement activity, explaining that this agenda item was intended to inform the Committee about recent developments in membership activity. The Trust recently held a Women and Children’s Open Day and a Consultation Strategy Day. Although these events were not specifically badged as membership engagement events, they were open to members. In many organisations, governors may identify and promote events specifically for members; however, this is not currently the case at the Trust. It was agreed that membership engagement should remain a standing item on the agenda so that the Committee can continue to build on these opportunities. Another option discussed was to connect with other trusts and offer online sessions on various topics.</p> <p>MR noted that, while this work has not actively started, there is a need to progress it. KW agreed, emphasising the importance of working with both the Committee and the wider group of governors to move this forward. MR expressed a desire to do something collectively to engage members, stating that there is currently a lack of such activity. JJ highlighted this as a weakness that needs to be addressed and shared previous experience</p>	

	<p>working with a charity, where adverts were placed in GP practices. JJ suggested that this could be a potential opportunity for the Trust.</p> <p>MR added that hospital waiting rooms and cafeterias could also be good locations for member engagement. SD commented that screens in hospitals tend to display news channels, to which JJ responded that GP practices could be more effective as message boards. SD mentioned having previously given talks at local church groups and is considering doing this again.</p> <p>HT explained that the televisions in patient waiting rooms are set to a TV channel, as this is what patients have said they prefer. She noted that, although content has previously been sent to GP surgeries, there is no way to ensure it is being shown. HT suggested liaising with GP surgeries to understand their strategy for displaying content and whether they would be willing to support the Trust's efforts.</p> <p>JJ recalled that previous engagement with GP practices was managed through practice managers and was very successful, although circumstances may have changed. HT confirmed that the Trust has good relationships and links with Primary Care. KW proposed that the next step should be to include this issue in the Chair's report to the Council of Governors as an escalation, so that it is recognised as an area requiring action. Jonothan Develing, Director of Strategy and Partnerships, may be able to support progress in this area, acknowledging the competing priorities faced by the Trust. MR also agreed to explore his personal/professional networks for any additional ideas on membership engagement.</p> <p>ACTION: Communications team to liaise with Primary Care Network to explore membership engagement opportunities. Committee members to explore their personal/professional networks for additional membership engagement and recruitment ideas.</p> <p>Governors noted the update.</p>	HT/ALL
7.	<p><u>Lead Governor Succession Planning</u></p> <p>KW informed the Committee that JJ's term as Lead Governor is due to end in 2026. Ordinarily, the process would involve seeking expressions of interest from governors, followed by consideration with the Chair. However, given that elections are currently underway, it was agreed that it would be prudent to wait until the elections are complete and revisit the succession planning at a future meeting.</p> <p>JJ added that he had spoken to the Chair and agreed it would be best to wait until after the Annual Members Meeting and once new governors are in post. Ideally, the succession process should begin in January 2026.</p> <p>Governors noted the update.</p>	
8.	<p><u>Governor Elections Update</u></p>	

	<p>NC provided an update on the 2025 Governor elections. Nominations have been received across all constituencies; however, three vacancies remain in the Ellesmere Port and Neston public constituency, where only one nomination was received for four available seats.</p> <p>JJ asked what could be done about these vacancies. KW explained that the process is set out in the Trust’s constitution, and while an amendment is being considered, a full review is not planned at this time. Running another election for these posts would incur further costs, so the Committee will wait to see the outcome of the current election before deciding next steps.</p> <p>SD noted that this issue links back to engaging with membership and communities. There was discussion regarding governor visibility and engagement at the Ellesmere Port Hospital site. It was noted that there had been a request at the last Council of Governors meeting for more governors on the committee.</p> <p>ACTION: Following governor elections, request expressions of interest from Governors to join the membership and engagement committee.</p> <p>The Committee noted the update on the Governor elections.</p>	MR
9.	<p><u>Draft Annual Members Meeting Agenda</u></p> <p>The Committee discussed the balance between holding the Annual Members Meeting in person and via Teams. NC updated that the date of the Annual Members Meeting had changed to 1st October and confirmed that updated invitations would be sent out.</p> <p>The Committee noted the draft Annual Members Meeting Agenda</p>	
10.	<p><u>Membership Engagement Committee Workplan</u></p> <p>The Committee reviewed the workplan, which remains a standing item on the agenda to ensure alignment between agenda topics and the Committee’s priorities. This approach helps the Committee maintain oversight and triangulation between its workplan and the matters requiring attention.</p> <p>The Committee noted the workplan.</p>	
11.	<p><u>Any other business</u></p> <ul style="list-style-type: none"> December 2025 and March 2026 meeting dates to be set <p>NC reminded the committee that committee meeting dates need to be confirmed for the remainder of the year. CJ had emailed the committee with options, but no dates had been confirmed. Dates would be resent, and the committee would need to confirm their availability.</p>	

	<p>ACTION: Committee members to liaise with CJ to confirm availability for committee meeting dates for remainder of the year.</p> <p>There was no further business to note.</p>	ALL/CJ
12.	<p><u>Meeting Summary (include actions/items for escalation)</u></p> <p>MR summarised by reiterating importance of reaching out beyond the Countess of Chester Hospital and developing innovative ideas for member engagement. JJ agreed that it would be worthwhile to encourage governors to join the membership community, recognising the value of diverse backgrounds and channels for engagement opportunities.</p> <p>SD and MR shared their apologies for the upcoming Annual Members Meeting.</p>	
13.	<p><u>Close Meeting</u></p> <p>The Chair thanked everyone for their attendance and contributions and closed the meeting.</p>	

Next Meeting: TBC

Approved 11th December 2025

PUBLIC – Council of Governors
4th February 2026

Report	Agenda item 19.	Non-Executive Director (NED)/ Governor Walkabouts Summary Report						
Purpose of the Report	Approval		Ratification		Assurance		Information	X
Accountable Executive	Neil Large			Trust Chair				
Author(s)	Nusaiba Cleuvenot			Head of Corporate Governance				
Board Assurance Framework	BAF 1 Quality BAF 2 Safety BAF 3 Operational BAF 4 People BAF 5 Finance BAF 6 Capital BAF 7 Digital BAF 8 Governance BAF 9 Partnerships BAF 10 Research			X	Visible leadership and triangulation of information.			
Strategic goals	Patient and Family Experience People and Culture Purposeful Leadership Adding Value Partnerships Population Health							X X X
CQC Domains	Safe Effective Caring Responsive Well led							X X X
Previous considerations	Individual walkabout reports reviewed by Trust Chair.							
Executive summary	<p>Non- Executive Directors (NEDs) and Governors undertake a series of walkabouts across the Trust’s services and departments throughout the year.</p> <p>Walkabouts are intended to support visibility and understanding of the organisation. Visiting operational departments will also enable NEDs and Governors to have face to face conversations with staff (and patients if appropriate) to understand their services and the challenges they face. These visits provide staff with the opportunity to talk to NEDs and Governors about what it feels like to work at CoCH. Walkabouts provide the opportunity to:</p> <ul style="list-style-type: none"> • Be visible across the organisation • Understand services and roles • Show support and recognition • Listen to colleagues 							

	<ul style="list-style-type: none"> • Explain to staff the role of NEDs and Governors <p>A summary record of the walkabout is produced and this is shared with the Trust Chair. For completeness it has been agreed that a summary report will be produced and reported to the Council of Governors.</p> <p>This summary report covers the following NED/Governor walkabouts:</p> <ul style="list-style-type: none"> • Outpatients (5th November 2025) • Ward 54,56 and Jubilee Day Centre (3rd December 2025)
Recommendations	The Council of Governors is asked to note the summary report from the recent NED/ Governor walkabouts.

Corporate Impact Assessment	
Statutory/regulatory requirements	Contributes to the Trust compliance with code of governance.
Risk	None.
Equality & Diversity	Meets Equality Act 2010 duties & PSED 2 aims and does not directly discriminate against protected characteristics
Communication	Not applicable.

Non-Executive Director (NED)/Governor Walkabouts Summary Report

1. Introduction

Non- Executive Directors (NEDs) and Governors undertake a series of walkabouts across the Trust's services and departments throughout the year.

Walkabouts are intended to support visibility and understanding of the organisation. Visiting operational departments also enables NEDs and Governors to have face to face conversations with staff (and patients if appropriate) to understand their services and the challenges they face. These visits provide staff with the opportunity to talk to NEDs and Governors about what it feels like to work at CoCH. Walkabouts provide the opportunity to:

- Be visible across the organisation
- Understand services and roles
- Show support and recognition
- Listen to colleagues
- Explain to staff the role of NEDs and Governors

A summary record of the walkabout is produced, and this is shared with the Trust Chair. For completeness it has been agreed that a summary report will be produced and reported to the Council of Governors, and this is the summary report.

2. NED/ Governor Walkabouts

The following table provides a summary of the NED/ Governor Walkabouts November and December 2025.

Walkabout	Summary
<p>Outpatients (5th November 2025)</p> <p>Non-Executive Director(s): Wendy Williams</p> <p>Governor(s): Louise Jha - Public Governor</p>	<ul style="list-style-type: none"> • Attentive caring staff • Keen to make positive systemic changes and address waiting list backlog • Staff are well informed and aware of what is working well and areas for improvement • Opportunity to improve signage and cleaning standards in outpatients waiting area • Disabled toilet could be improved • Renal outpatients is distant from other outpatient clinics • Women and children's building was clean and calm • All staff were welcoming with a patient centred approach • Plastics service shows great teamwork
<p>Ward 54,56 and Jubilee Day Centre (4th December 2025)</p> <p>Non-Executive Director(s): Prof Andrew Hassell</p> <p>Governor(s): Jan Chillery - Public Governor Sheila Dunbar - Public Governor</p>	<ul style="list-style-type: none"> • Good communication • Flexibility with wards space to accommodate service demands • Welcoming and clean waiting rooms • Opportunity to improve décor and maintenance • Domestic staff visible in all areas • Staff were respectful and maintained good communication with patients

Walkabout	Summary
Richard Taylor – Public Governor	<ul style="list-style-type: none"> • Positive feedback from patients about the care and food • Staff were happy and proud of their achievements

Whilst walkabouts are not intended to produce action plans, there may on occasion be items to be followed up and these will be included in the table and an update provided as required.

3. Recommendation

The Council of Governors is asked to **note** the summary report from the recent NED/Governor walkabouts.

PUBLIC – Council of Governors
4th February 2026

Report	Agenda Item 20.	Draft COG Annual Report 2025-26 Extract					
Purpose of the Report	Decision	X	Ratification		Assurance		Information
Accountable Executive	Neil Large			Chair			
Author(s)	Karan Wheatcroft			Director of Governance, Risk and Improvement			
Board Assurance Framework	BAF 1 Quality	X	Linked to all BAF areas.				
	BAF 2 Safety	X					
	BAF 3 Operational	X					
	BAF 4 People	X					
	BAF 5 Finance	X					
	BAF 6 Capital	X					
	BAF 7 Digital	X					
	BAF 8 Governance	X					
	BAF 9 Partnerships	X					
	BAF 10 Research	X					
Strategic goals	Patient and Family Experience						X
	People and Culture						X
	Purposeful Leadership						X
	Adding Value						X
	Partnerships						X
	Population Health						X
CQC Domains	Safe						X
	Effective						X
	Caring						X
	Responsive						X
	Well led						X
Previous considerations	-						
Executive summary	The Annual Report includes a specific section in relation to the Council of Governors. The narrative for this section has been drafted for COG review and approval. Appendix A Draft COG Annual Report extract.						
Recommendations	The Council of Governors is asked to review and approve the draft narrative for the COG section of the Annual Report.						

Corporate Impact Assessment	
Statutory/regulatory requirements	Trust compliance with the Provider Licence and Code of Governance.
Risk	Various risks included on Board Assurance Framework (BAF) and risk registers.
Equality & Diversity	Meets Equality Act 2010 duties & Public Sector Equality Duty 2 aims and does not directly discriminate against protected characteristics.
Communication	Published through Public Council of Governors papers.

Appendix A - DRAFT EXTRACT for Annual Report 2025/26

The Council of Governors and its relationship with the Board

The Council of Governors has a duty to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors. Governors are also responsible for representing the interests of the members, public and in respect of the staff Governors, their colleagues. Governors are responsible for regularly feeding back information about the Trust, its vision and its performance to members, the public and the stakeholder organisations including those that elected or appointed them.

The Council of Governors holds the Board of Directors to account in a variety of ways. This includes observing and appraising the performance of the Chair and Non-Executive Directors, analysis of the integrated performance reports, observing the Board of Directors' meetings, reviewing the Committee Chair's reports, and by challenging and raising questions.

The Trust continued to strengthen the relationship between the Board and the Council of Governors and supporting Governors to discharge their duties in 2025/26 through

- Improvements to the information provided and forums for discussion including the introduction of regular informal meetings for Governors to meet with the Trust Chair
- Clearer communication of key updates through direct briefings from the Trust Chair and discussion topics set for the informal meetings
- A successful Governor election campaign strengthening the Council of Governors; and
- Re-establishment of the Governor led Membership and Engagement Committee.

During 2025/26 the Council of Governors received updates on:

- National, regional and local updated through the Chief Executive Officer's report
- Patient stories
- Trust operational performance including elective recovery, waiting times and cancer
- The Trust's financial position and delivery of the cost improvement programme
- Regulatory compliance and reports including Care Quality Commission (CQC) and NHS England Enforcement Notice.
- Patient and Family Experience
- National patient and staff survey results
- Operation Hummingbird and Thirlwall Inquiry
- Anchor Institute
- Clinical Strategy development

In addition to the formal meetings of the Council of Governors, an induction and development session was held to include:

- Roles and responsibilities: supporting Governors to discharge their duties
- Strategy: engaging Governors in the Trust's delivery of the Transforming Care

Together Strategy

- Non-Executive Directors: exploring the roles of Non-Executive Directors and Assurance Committees

The decisions taken by the Council of Governors in 2025/26 included:

- Appointment of the Interim Trust Chair
- Appointment of new Non-Executive Directors
- Approval of changes to the Trust Constitution including the introduction of a new University appointed Non-Executive Director
- Approval of a further term of office for the Deputy Chair/ Non-Executive Director
- Approval of the appraisal process for the Chair and Non-Executive Directors and receiving the outcomes from these processes
- Approval of a new Membership Strategy and process to support the cleansing of the Trust's membership database
- Process for the succession and appointment of a new Lead Governor

We continue to work with our Council of Governors to strengthen communication and engagement, and maximise the valuable contribution that Governors make.

Council of Governors Workplan
2025/26

Item	Frequency	Lead	Operational Lead	23 rd Apr 2025	17 th Jul 2025	22 nd Oct 2025	29 th Jan 2026 4 th Feb 2026
1	Welcome and apologies for absence	Each meeting	Trust Chair	Trust Chair	✓	✓	✓
2	Declarations of interest	Each meeting	Trust Chair	Trust Chair	✓	✓	✓
3	Minutes of last meeting	Each meeting	Trust Chair	Director of Governance, Risk and Improvement	✓	✓	✓
4	Matters arising and action log	Each meeting	Trust Chair	Director of Governance, Risk and Improvement	✓	✓	✓
5	Patient Story	Each Meeting (to be presented on the day)	Director of Nursing & Quality /Deputy Chief Executive	Director of Nursing & Quality /Deputy Chief Executive	✓	✓	✓
6	Trust Chair's Briefing	Each meeting (verbal update)	Trust Chair	Trust Chair	✓	✓	✓
7	Chief Executive Officer's Report	Each meeting	Chief Executive Officer	Chief Executive Officer	✓	✓	✓
8	Lead Governor Update	Each meeting	Lead Governor	Lead Governor	✓	✓	✓
9	Staff Survey - Outcomes	Annually	Chief People Officer	Chief People Officer	✓		
10	Inpatient Survey - Outcomes	Annually	Director of Nursing & Quality /Deputy Chief Executive	Director of Nursing & Quality /Deputy Chief Executive	✓		
11	Patient / Family Experience Update	Annually	Director of Nursing & Quality /Deputy Chief Executive ⁹	Director of Nursing & Quality /Deputy Chief Executive			✓

Item	Frequency	Lead	Operational Lead	23 rd Apr 2025	17 th Jul 2025	22 nd Oct 2025	29 th Jan 2026 4 th Feb 2026
12	Anchor Institution Update	Twice annually	Director of Strategic Partnerships	Director of Strategic Partnerships		✓	✓
13	Membership & Engagement Committee Chairs report and approved minutes	Each meeting	Committee Chair	Director of Governance, Risk and Improvement	✓	✓	✓
14	Governor Election Process and Updates	Annually	Trust Chair	Director of Governance, Risk and Improvement	✓ (proposal)	✓	
15	Council of Governors Action Plan Update	Each meeting (till Oct 2025)	Director of Governance, Risk and Improvement	Director of Governance, Risk and Improvement	✓	✓	✓
16	Board of Directors Business Items:						
	a) AAA reports from the Chairs of the Board of Directors Sub-Committees	Each Meeting	Director of Governance, Risk and Improvement	Non-Executive Directors	✓	✓	✓
	b) Strategic Oversight Framework Report <ul style="list-style-type: none"> Operational Performance Quality Safety Finance Human Resources & People Board Assurance Framework (BAF) Risks 	Each meeting	Chief Operating Officer	Chief Operating Officer/ Director of Nursing & Quality/Deputy Chief Executive/ Medical Director/ Chief Finance Officer/ Chief People Officer/ Director of Governance, Risk and Improvement	✓	✓	✓
17	Feedback from Governors	Each meeting	Lead Governor	All Governors	✓	✓	✓
18	Feedback from Council of Governor Workshops		Trust Chair / Director of	Trust Chair/ Director of			✓

Item	Frequency	Lead	Operational Lead	23 rd Apr 2025	17 th Jul 2025	22 nd Oct 2025	29 th Jan 2026 4 th Feb 2026
		Governance, Risk & Improvement	Governance, Risk & Improvement				
19	Feedback from NED / Governor Walkabouts Summary Report	Each meeting	Trust Chair	Non-Executive Directors/ Governors	✓	✓	✓
20	For noting:						
	a) Council of Governors Workplan	Each meeting	Director of Governance, Risk & Improvement	Committee Secretary	✓	✓	✓
	b) Council of Governors Photo sheet link/sheet	Each meeting	Director of Governance, Risk & Improvement	Committee Secretary	✓	✓	✓
	c) Link to the previous Board of Directors papers on the website	Each meeting (From Feb 2026)	Director of Governance, Risk & Improvement	Committee Secretary			✓
21	Any other business	Each meeting	Trust Chair	Trust Chair	✓	✓	✓
Private Section of the meeting:							
22	Minutes of the previous meeting	Each meeting	Trust Chair	Committee Secretary	✓	✓	✓
23	Matters airings and action log	Each meeting	Trust Chair	Committee Secretary	✓	✓	✓
24	Trust Chair's Briefing	Each meeting	Trust Chair	Trust Chair	✓	✓	✓
25	Private Board of Directors Summary Report	Each meeting	Trust Chair	Head of Corporate Governance	✓	✓	✓
26	Nomination Committee reports	As required	Trust Chair	Head of Corporate Governance			
27	Chair and Non-Executive Director Appraisal Process	Annual	SID/ Trust Chair	Director of Governance, Risk and Improvement			✓

Item		Frequency	Lead	Operational Lead	23 rd Apr 2025	17 th Jul 2025	22 nd Oct 2025	29 th Jan 2026 4 th Feb 2026
28	Chair and Non-Executive Director Appraisal outcomes and Objectives	Annual	SID/ Trust Chair	Director of Governance, Risk and Improvement		✓		

→ indicates original position of item on workplan and intention to defer and reschedule

Foundation Trust Council of Governors

PUBLIC

CHESTER AND RURAL CHESHIRE



Robert Howe
 Until October 2026



Sheila Dunbar
 Until October 2027



Sharon Cook
 Until October 2028



Louise Jha
 Until October 2027



Jan Chillery
 Until October 2027



Tony Fisher
 Until October 2028



John Jones
 Until October 2026



Richard Taylor
 Until October 2028

ELLESMERE PORT AND NESTON



Dr Kausik Chatterjee
 Until October 2028



Vacant



Vacant



Vacant

FLINTSHIRE



Myrddin Roberts
 Until October 2027



Christine Holloway
 Until October 2028



Vacant

STAFF

ALL OTHER STAFF



Naomi Cottrell
 Until October 2028

DOCTORS



Dr Salah Tueger
 Until October 2028

NURSES/MIDWIVES QUALIFIED



Paula Edwards
 Until October 2028



Cheryl Finney
 Until October 2028

ALLIED HEALTH PROFESSIONALS



Robert Gorman
 Until October 2028

PARTNERSHIP ORGANISATIONS



Carol Gahan
 Cheshire West and
 Chester Council



David Foulds
 Council for
 Voluntary Services



Paolo Tardivel
 Betsi Cadwaladr
 University Health
 Board

REMAINING ENGLAND AND WALES



Daryl Cassidy
 Until October 2027

TRUST CHAIR



Neil Large MBE
 Interim Chair

Key Meetings and Dates for the Council of Governors 2026-27

April 2026	May 2026	June 2026
<p>1st April 2026 – 10am – 12.30pm Walkabout: Acute Stroke Unit and Ward 45 (to meet in main Reception)</p> <p>15th April 2026 – 2pm – 4.30pm Council of Governors - Women & Children’s Building Seminar Room</p>	<p>6th May 2026 – 10am – 12.30pm Walkabout: Emergency Department – ED/UTC/SDEC (to meet in main Reception)</p> <p>6th May 2026 – 2pm – 3.30pm Informal Chair & Governors Meeting – Women & Children’s Building Seminar Room</p> <p>19th May 2026 – 8.30am – 12.30pm Public Board of Directors – <i>Venue to be confirmed</i></p>	<p>3rd June 2026 – 10am – 12.30pm Walkabout: Critical Care Unit (to meet in main Reception)</p> <p>3rd June 2026 – 2pm – 3.30pm Informal Chair & Governors Meeting - Women & Children’s Building Seminar Room</p> <p>Membership & Engagement Committee – <i>date and time to be confirmed</i></p>
July 2026	August 2026	September 2026
<p>1st July 2026 – 10am – 12.30pm Walkabout: PALs & Complaints team (to meet in main Reception)</p> <p>15th July 2026 – 2pm – 4.30pm Council of Governors - Women & Children’s Building Seminar Room</p> <p>21st July 2026 – 8.30am – 12.30pm Public Board of Directors – <i>Venue to be confirmed</i></p>	<p>5th August 2026 – 10am – 12.30pm – Ward 40 & 41 Orthopaedics (to meet in main Reception)</p>	<p>2nd September 2026 – 10am – 12.30pm – Walkabout: Theatres (to meet in main Reception)</p> <p>2nd September 2026 – 2pm – 3.30pm - Informal Chair & Governors Meeting - Women & Children’s Building Seminar Room</p> <p>28th September 2026 – 3pm – 5pm Annual Members Meeting – <i>Venue to be confirmed</i></p> <p>29th September 2026 – 8.30am – 12.30pm Public Board of Directors – <i>Venue to be confirmed</i></p> <p>Membership & Engagement Committee – <i>date and time to be confirmed</i></p>
October 2026	November 2026	December 2026
<p>7th October 2026 – 10am – 12.30pm – Walkabout: IM&T and Education & Training (to meet in main Reception)</p>	<p>4th November 2026 – 10am – 12.30pm – Walkabout: Facilities & Pharmacy (to meet in main Reception)</p>	<p>3rd December 2026 – 10am - 12.30pm – Walkabout: EPH wards – Poppy/Bluebell/ Stroke Rehab (to meet in main Reception)</p>

<p>21st October 2026 – 2pm – 4.30pm Council of Governors - Women & Children’s Building Seminar Room</p>	<p>4th November 2026 at 2pm – 3.30pm Informal Chair & Governors Meeting – <i>Venue to be confirmed</i></p> <p>24th November 2026 – 8.30am – 12.30pm Public Board of Directors – <i>Venue to be confirmed</i></p>	<p>2nd December 2026 – 2pm – 3.30pm Informal Chair & Governors Meeting - Women & Children’s Building Seminar Room</p>
January 2027	February 2027	March 2027
<p>6th January 2027 – 2pm – 3.30pm Informal Chair & Governors Meeting – Women & Children’s Building Seminar Room</p> <p>26th January 2026 – 8.30am – 12.30pm Public Board of Directors – <i>Venue to be confirmed</i></p> <p>Membership & Engagement Committee – <i>date and time to be confirmed</i></p>	<p>3rd February 2027 at 2pm – 4.30pm Council of Governors - Women & Children’s Building Seminar Room</p>	<p>3rd March 2027 – 2pm – 3.30pm Informal Chair & Governors Meeting - Women & Children’s Building Seminar Room</p> <p>16th March 2027 – 8.30am – 12.30pm Public Board of Directors – <i>Venue to be confirmed</i></p>

Walkabouts are arranged in advance and subject to availability. Please register your interest to attend a walkabout by contacting claire.jones28@nhs.net

Governors are encouraged to observe the Public Board of Director Meetings. Public Board papers can be found on the Trust website one week prior to each meeting. To register your interest in observing a meeting please contact claire.jones28@nhs.net

The Governor Nominations Committee convenes on an ad hoc basis and attendance is required only from its members.