NHS
Mid Cheshire Hospitals
NHS Foundation Trust

Board of Directors (Public)

Thursday 26 November 2026, 9.30am – 12.30pm
Boardroom, Trust HQ, Leighton Hospital

AGENDA

v = verbal
d = document
p = presentation

Time	No	Agenda Item	Purpose	Lead	BAF ref
PUBLIC QUESTIONS					
09.30	-	Questions from Members of the Public	Consider	Chair	-
PRELIMINARY BUSINESS					
09.35	**1**	**Welcome & Apologies (v)**	-	Chair	-
	2	**Declarations of Interest (v)**	-	All	-
	3	**Patient Story: Thirlwall Briefing (p)** • Thirlwall Inquiry Report (d)	Consider Consider	CNO CNO CEO	-
	4	**Draft Minutes of the Last Meeting: 24 September 2026 (d)**	Approve	Chair	-
	4.1	Action Log	Approve		-
CONTEXT/OVERVIEW					
10.20	**5**	**Chair & CEO Reports (v/d)**	Consider	Chair/CEO	-
10.30	**6**	**Board Assurance Framework (BAF) 2026/27 (d)**	Approve	CEO	-
10.35	**7**	**Integrated Performance Report (IPR) (Month 7) – October 2026 (d)**	Consider	CEO/COO	-
STRATEGY, RECOVERY & TRANSFORMATION					
10.40	**8**	**Trust Strategy Update (d)**	Assure	CMO	-
11.00	**9**	**Operational Performance Report (d)**	Assure	COO	7
11.10	**10**	**Finance Report M07 (d)**	Assure	CFO	8
11.20-11.35: **Break**					
ESCALATION & ASSURANCE					
11.35	**11**	**Healthier Futures Programme Board Report (d)**	Assure	Chair	2
11:45	**12**	**People Committee Chair's Assurance Report October 2026 (d)**	Assure	Committee Chair	4,5

Time	No	Agenda Item	Purpose	Lead	BAF ref
11.50	**13**	**Quality & Safety Committee Chair's Assurance Report October 2026 (d)**	Assure	Committee Chair	6
	13.1	Perinatal Quality Oversight Report (d)	Assure	CNO/ DoM	6
12.00	**14**	**Performance & Finance Committee Chair's Assurance Reports October & November 2026 (d)**	Assure	Committee Chair	7,8,9
	14.1	MRI Business Case (d)	Approve	CFO	7,8
12.10	**15**	**Audit Committee Chair's Assurance Report October 2026 (d)**	Assure	Audit Chair	10
GOVERNANCE & WELL-LED					
12.15	**16**	**Freedom to Speak Up Guardian's Report (d)**	Consider	FTSU Guardian	4,5
CONSENT					
-	**17**	**2026-11 CON1 Request to Affix Trust Seal: Contractor Agreements (d)**	Approve	BSRO	10
CONCLUDING BUSINESS					
12.20	**18**	**Any Other Business (v)**	Consider	Chair	-
	19	**BAF and Risk Register Implications (v)**	Agree	Chair	-
	20	**Decisions Log (v)**	Agree	DoCA	-
CHARITY TRUSTEES SECTION					
TRUST CHARITY					
12.25	**21**	**MCH Charity Annual Report & Accounts 2025/26 (d)**	Approve	CFC Chair	-

Date, time and venue of next meeting

Thursday 28 January 2026, 09.30am, Boardroom, Leighton Hospital

Resolution – *The Board is asked to resolve that in accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, representatives of the public be excluded from the remainder of the meeting having regard to the confidential nature of business to be transacted, publicity of which would be prejudiced to the public interest.*

Mid Cheshire Hospitals NHS Foundation Trust

BOARD OF DIRECTORS

Agenda Item	**3.1**	**Date of Meeting:**	26/11/2026
Report Title	Thirlwall Inquiry Report		
Executive Lead	Scott Malton, Chief Nursing Officer		
Lead Officer	Laura Egerton, Deputy Chief Nursing Officer		
Recommendations	**Consider**		

Acceptable assurance ☐ Controls are suitably designed, with evidence of them being consistently applied and effective in practice	**Partial assurance** X Controls are still maturing – evidence shows that further action is required to improve their effectiveness	**Low assurance** ☐ Evidence indicates poor effectiveness of controls	**N/A** ☐
The assurance rating relates to the effectiveness of controls, governance and risk management arrangements described within the report. It is not a measure of performance against targets, KPIs or delivery milestones. Performance issues should be reported separately through narrative commentary and supporting metrics			
Rationale for assurance level included in the Conclusion ☐			

Key Messages of this Report *(3 / 4 headlines max; any more requires an Executive Summary)*

- The Trust has established a coordinated response to the Thirlwall Inquiry, with a multidisciplinary Task and Finish Group reviewing all 17 recommendations and overseeing the delivery of the resulting action plan.
- The Trust has responded to the immediate actions identified by NHS England following publication of the Thirlwall Inquiry. NHS England's communication to all NHS Trusts and Integrated Care Boards on 21 September 2026 reinforced the expectation that organisations consider and act on the learning relevant to their services.
- A substantial proportion of the recommendations requires national action or direction. The Trust will continue to progress locally deliverable actions and preparatory work whilst awaiting further guidance.

Next Steps *(actions to be taken following agreement of recommendation/s by Board/Committee/Group)*

- Progress and monitor the action plan through the Thirlwall Task and Finish Group, confirming accountable leads, milestones and evidence of completion, with progress, risks and delivery barriers reported to the Board.

Strategic Objective(s) *(identify which objective the report aligns to)*

Improving neighbourhood health	☐	Providing better value	☐
Delivering high-quality care	✓	Building modern, digitally connected environments	☐
Supporting our people	☐		

Board Assurance Framework (BAF) Risk *(select relevant risk/s)*

Risk/BAF **BAF6 Quality of Care**	If multiple state here: