Northern Care Alliance
NHS Foundation Trust

Meeting of the Board of Directors

Wednesday, 4 November 2026
Part 1 – held in public, 9.00am to 1.30pm

Humphrey Booth Lecture Theatre
Mayo Building, Salford Royal Hospital
or accessed via livestream

Agenda and Meeting Papers

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Agenda

No	Time	Title		Decision	Lead Presenter
1.	9.00	**Welcome**	Verbal	-	Chair
2.	9.05	**A Colleague Story**	Paper	-	Chief People and Strategy Officer
3.	9.20	**Apologies for Absence**	Verbal	-	Chair
4.	-	**Declarations of Interest**	Verbal	-	Chair
5.	9.25	**Minutes of Previous Meeting** – held 2 September 2026	Paper	Approve	Chair
6.	9.30	**Matters Arising from the Previous Meeting** **6.1 NCA Amended Constitution**	Verbal Paper	- For Info	All Trust Secretary
7.	9.35	**Action Tracker**	Paper	Approve	Chair
8.	9.40	**Chief Executive Horizon Scan**	Paper	For Info	Chief Executive Officer
9.		**Recovery**			
	9.50	**9.1 Integrated Improvement Plan**	Paper	Assure	Chief Nursing Officer
	10.05	**9.2 Integrated Performance Report**	Paper	Assure	Chief Operating Officer
	10.30	**9.3 Elective Recovery**	Paper	For Info	Chief Operating Officer
	10.40	**BREAK**			
10.	10.55	**Thirlwall Inquiry Report & Recommendations**	Paper	Assure	Chief Nursing officer
11.	11.05	**Population Health and Health Inequalities**	Paper	Assure	Chief Nursing Officer
12.	11.15	**Industrial Action**	Paper	For Info	Chief People and Strategy Officer
13.	11.35	**Change Portfolio** **13.1 Report from Change Portfolio Board:** meeting held on 21 September 2026	Paper	Assure	Chief Nursing Officer
14.	11.40	**Finance and Performance** **14.1 Report from Finance and Performance Committee:** meetings held on 1 September 2026 and 28 September 2026	Paper	Assure	Non-Executive Director Chair

	11.45	**Matters arising/escalation:** **14.2 Month 6 Finance Report**	Paper	Assure	Chief Finance Officer
15.	11.55	**People and Education** **15.1 Report from People and Education Committee:** meetings held on 16 September 2026 and 21 October 2026	Paper	Assure	Non-Executive Director Chair
	12.00	**BREAK**			
16.	12.30	**Quality Committee** **16.1 Report from Quality Committee:** meetings held on 16 September 2026 and 21 October 2026	Paper	Assure	Non-Executive Director Chair
		Matters arising/escalation			
	12.35	**16.2 Perinatal Quality Surveillance Report**	Paper	Assure	Chief Nursing Officer
	12.45	**16.3 Bi-Annual Nursing Establishment Report**	Paper	Assure	Chief Nursing Officer
		Matters Approved under delegations:			
		Appendix 1: Learning from Deaths	Paper	For Info	Chief Medical Officer
		Appendix 2: Learning from Experience	Paper	For Info	Chief Nursing Officer
		Appendix 3: Patient and Service User Experience	Paper	For Info	Chief Nursing Officer
17.	12.55	**Audit and Risk Committee** **17.1 Report from Audit & Risk Committee:** Meetings held on 24 September 2026 and 23 October 2026	Paper	Assure	Non-Executive Director Chair
18.	1.00	**Charitable Funds Committee** **18.1 Report from the Charitable Funds Committee:** meeting held on 13 October 2026	Paper	Assure	Non-Executive Director Chair
		Matters arising/escalation			
	1.05	**18.2 Draft Charity Annual Report and Accounts**	Verbal	Delegation	Chief Finance Officer
19.	1.10	**Council of Governors** **19.1 Report from the Council of Governors:** meeting held on Tuesday 22 September 2026 and 29 September 2026	Paper	Assure	Chair