

Annual Members Meeting

Thursday 15th October 2026
Lecture Theatre, Clinical Education Centre,
1st floor, South Block,
Russells Hall Hospital, Dudley DY1 2HQ

Agenda

Time	Item	Who
4:30pm	Welcome Approval of minutes from Annual Members Meeting October 2025	Sir David Nicholson Chair
4.35pm	Highlights of 2025/26 and looking forward	Diane Wake Chief Executive
4.50pm	Trust Financial Accounts 2025/26 Receive Final Auditors report	Chris Walker Director of Finance
5.00pm	Council of Governors update	Alex Giles Public Elected Governor: Stourbridge, Lead Governor
5.10pm	Resolution to accept and acknowledge formal statutory documents	Sir David Nicholson Chair
5.15pm	Q&A	Sir David Nicholson Chair
5.25pm	Annual Members Meeting close	Sir David Nicholson Chair
5.30pm	Behind the Scenes visits to: • Maternity • Therapies • Theatres • Cardiology	

Minutes of the Annual Members Meeting
The Dudley Group NHS Foundation Trust
Thursday 16th October 2025
Lecture Theatre, Clinical Education Centre, Russells Hall Hospital, Dudley

Present

Governors	Status	Representing
Julius Adams	Public Governor	Council of Governors
Lewis Callary	Public Governor	Council of Governors
Jill Faulkner	Staff Governor	Council of Governors
Alex Giles	Lead Governor	Council of Governors
Sandra Harris	Public Governor	Council of Governors
Mushtaq Hussain	Public Governor	Council of Governors
Clare Inglis	Staff Governor	Council of Governors
Lyndsay Millington	Staff Governor	Council of Governors
Alan Taylor	Appointed Governor	Council of Governors
Phil Tonks	Public Governor	Council of Governors
Mary Turner	Appointed Governor	Council of Governors
Board of Directors	Status	Representing
Liz Abbiss	Associate Director of Communications	DG NHS FT
Laura Broster	Group Director of Communications	DG NHS FT
Gary Crowe	Non-executive Director/Deputy Chair of meeting	DG NHS FT
James Fleet	Group Chief People Officer	DG NHS FT
Anthony Hilton	Associate Non-executive Director	DG NHS FT
Karen Kelly	Chief Operating Officer/Deputy CEO	DG NHS FT
Mick Lavery	Non-executive Director	
Martina Morris	Chief Nurse	DG NHS FT
Kat Rose	Chief Integration Officer	DG NHS FT
Adam Thomas	Group chief Strategy & Digital Office	DG NHS FT
Diane Wake	Chief Executive	DG NHS FT
Chris Walker	Director of Finance	DG NHS FT

Others	Status	Representing
Steven Albutt	Your Health Dudley	
Fred Allen	Foundation Trust Member	DG NHS FT
Simon Ashby	Communications Manager	DG NHS FT
Helen Attwood	Directorate Manager	DG NHS FT
Fouzana Begum	Foundation Trust Member	DG NHS FT
Tanzila Bhatti	Theatre Practitioner	DG NHS FT
Helen Board	Board Secretary	DG NHS FT
Kim Bradley	Matron	DG NHS FT
Phil Brammer	Deputy Medical Director	DG NHS FT
Arthur Brown	Foundation Trust Member	DG NHS FT
Ian Chadwell	Deputy Director of Strategy	DG NHS FT
Ruth Clinton	Member of the public	

Helen Codd	Head of Communications, Engagement and Partnerships	DG NHS FT
Leah Cooper	Foundation Trust Member	DG NHS FT
Sally Cornfield	Partnership Programme Director	DG NHS FT
Sarah Fisher	Member of the public	Stakeholder
Susanne Fowler	Department for Work and Pensions	Stakeholder
Douaa Kennet	Foundation Trust Member	DG NHS FT
Julie Knowles	Foundation Trust Member	DG NHS FT
Sarah Long	West Midlands Police	Stakeholder
Claire MacDiarmid	Chief of Midwifery	DG NHS FT
Madhuri Mascarenhas	Governance Administration Lead	DG NHS FT
Ken McClymont	Foundation Trust Member	DG NHS FT
Tracy McClymont	Foundation Trust Member	DG NHS FT
Rima Nakhle	Foundation Trust Member	DG NHS FT
Michelle O'Sell	Member of the public	
Maureen Oshinkoya	Foundation Trust Member	DG NHS FT
Sriram Pammu	Foundation Trust Member	DG NHS FT
Jack Richards	Deputy Chief Operating Officer	DG NHS FT
Leah Stringer	Foundation Trust Member	DGH NHS FT
Jodie Stus	Dance to Health	
Kelly Taylor	Interim Director of Operations for Community and Core Clinical Services Division	DG NHS FT
Grahame Tibbetts	Foundation Trust Member	DG NHS FT
Rowena Thomas	Foundation Trust Member	DG NHS FT
Justin Wride	ABL Health	
Erjok Xhelili	Member of the public	

Apologies

Name	Status	Representing
Rachel Barlow	Group Chief Development Officer	DG NHS FT
Peter Featherstone	Non-executive Director	DG NHS FT
Joanne Hanley	Non-executive Director	DG NHS FT
Natalia Hill	Appointed Governor	DG NHS FT
Catherine Holland	Senior Independent Director	DG NHS FT
Vicky Homer	Public Governor	DG NHS FT
Liz Hughes	Non-executive Director	DG NHS FT
Yunzheng Jiao	Staff Governor	DG NHS FT
Maria Lodge-Smith	Public Governor	DG NHS FT
Mohit Mandiratta	Non-executive Director	DG NHS FT
Elizabeth Naylor	Public Governor	DG NHS FT
Anne-Maria Newham	Non-executive Director	DG NHS FT
Sir David Nicholson	Chair	DG NHS FT
Jonathan Odum	Medical Director	DG NHS FT
Khadeejat Ogunwolu	Staff Governor	DG NHS FT
Angelika Pachowicz	Public Governor	DG NHS FT
Rinesh Parmar	Staff Governor	DG NHS FT
Vij Randeniya	Non-executive Director	DG NHS FT

Arinderpal Singham	Public Governor	DG NHS FT
Lowell Williams	Non-executive Director	DG NHS FT
Jonathan Woolley	Staff Governor	DG NHS FT

Item No	Annual Members Meeting 2025
1.	Welcome and Chairman's Opening Remarks Gary Crowe, as Chair of the meeting, formally welcomed members, Governors, Directors, staff and other attendees to the 2025 Annual Members' Meeting. He noted the apologies received and welcomed those joining from across the Trust and local community. Members were thanked for attending the marketplace event held prior to the meeting and were reminded that a series of Behind the Scenes Tours would be available following the conclusion of the formal proceedings. The Chair outlined the arrangements for the meeting, advising that opportunities for questions would be provided following the presentations. He also updated attendees on the proposed transition to University Hospital status, including plans to change the Trust's name to the Dudley Group University NHS Foundation Trust and for Russells Hall Hospital to become Russells Hall University Hospital. Members heard about the benefits associated with closer collaboration between healthcare, research and education partners, and the opportunities this would create for patients, staff and the wider community. Gary Crowe highlighted the launch of the Government's Ten Year Health Plan and its three key shifts: moving from sickness to prevention, from analogue to digital, and from hospital-based care to community-based services. He noted that these priorities aligned closely with the Trust's own strategic ambitions and ongoing work to improve health outcomes for local people. The meeting also received an update on progress within the Black Country Provider Collaborative, which continued to build on the strong partnership between the four Black Country provider trusts. Through joint working, the collaborative was supporting improvements in clinical services, workforce development, productivity and corporate functions, enabling partners to share learning and deliver benefits at scale. In concluding his opening remarks, Gary Crowe thanked the Trust's Governors for their continued commitment, challenge and support throughout the year and acknowledged their important role in representing the interests of members, patients and the wider community. Minutes from the last meeting held October 2024. The minutes from the Annual Members Meeting held in October 2024 were noted as an accurate record of the meeting.

2.	Chief Executive – Highlights 2024/25 and Looking Forward Diane Wake, Chief Executive, welcomed the opportunity to reflect on the Trust's achievements over the previous year and to outline priorities for the year ahead. She highlighted the Trust's ambitions in support of the NHS 10-Year Plan, including a continued focus on improving access to care, delivering high-quality services closer to patients' homes and strengthening partnerships to support healthier communities. She also provided an update on the Trust's aspirations to achieve University Trust status and expressed thanks to Professor Anthony Hilton, Associate Non-Executive Director, and colleagues at Aston University for their ongoing support. The meeting heard that the Trust's refreshed strategy remained centred on its vision of providing excellent healthcare for the people of Dudley. Diane Wake outlined the importance of the Trust's three strategic ambitions and advised that the Trust remained focused on delivering its Quality Priorities. Members were informed that the Trust's Quality Report was available on the Trust website and noted that, towards the end of 2024, the Trust had brought together its separate Quality and Safety Strategies into a single Quality and Safety Delivery Plan to support implementation of the new Trust Strategy. Members viewed a short video showcasing a number of achievements from the previous 12 months. These included the introduction of a community blood testing service at Merry Hill Centre, full implementation of Martha's Rule across inpatient areas, continued progress in achieving the Gold Standards Framework for end-of-life care, and the launch of the Lung Cancer Screening Programme. The Trust had also become one of the first organisations nationally to receive training accreditation from the International Bowel Ultrasound Group, received national recognition for its Pharmacy-led respiratory service, opened a new Information Hub within the main reception area, and launched the Chief Nurse Fellowship Award. The Chief Executive highlighted the continued success of the Dudley Engagement Group, which had gone from strength to strength during the year and had created opportunities for partner organisations and community groups to work together on initiatives aimed at addressing health inequalities across the borough. She also emphasised the Trust's commitment to equality, inclusion and community engagement through the celebration of cultural awareness events, including South Asian Heritage Month and Black History Month, alongside initiatives such as Menopause Cafés in Coseley and Brierley Hill and partnership working in Brockmoor and Pensnett to improve health and wellbeing outcomes. Members heard about the local consultation activities undertaken to ensure services remained accessible and responsive to the needs of local communities. Diane Wake extended her sincere thanks to the Trust's volunteers, community partners and local organisations who generously gave their time throughout the year to support patients, families and staff. She also recognised the significant contribution of the Trust Charity and shared a short video demonstrating the positive impact charitable donations had made in enhancing patient care, supporting staff wellbeing and funding initiatives beyond those ordinarily available through NHS funding arrangements.
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	Looking ahead, Diane Wake advised that the Trust was preparing for the traditionally challenging winter period and a demanding financial environment. Whilst acknowledging ongoing pressures in urgent and emergency care services, she noted significant improvement in emergency performance, with the Trust moving to 16th nationally for four-hour performance between May and November 2024. Members also heard that the Trust had continued to perform strongly against elective recovery targets and was now focused on restoring achievement of the national 18-week referral-to-treatment standard. In closing, the Chief Executive thanked colleagues across all departments of The Dudley Group NHS Foundation Trust for their dedication, professionalism and commitment to delivering high-quality care for patients. She expressed her appreciation for the collective achievements of staff, volunteers and partners over the previous year before inviting Chris Walker, Director of Finance, to provide the next presentation.
3.	Trust Financial Accounts 2024/25 Chris Walker, Director of Finance, presented the Trust's audited Annual Report and Accounts for 2024/25, together with the findings of the external audit undertaken by Grant Thornton. He advised that 2024/25 had been a challenging but ultimately successful financial year, during which the Trust had maintained financial control despite significant operational and service pressures. Members noted that the Trust had reported a year-end deficit of £1.543 million. The Director of Finance provided an overview of the Trust's income and expenditure position for the year and highlighted the capital programme delivered during 2024/25, which supported continued investment in services, infrastructure and patient care. Members were pleased to note that Grant Thornton had issued an unmodified audit opinion on the Trust's Annual Report and Accounts, together with a positive Value for Money conclusion, providing assurance regarding the Trust's financial stewardship and governance arrangements. Looking ahead, Chris Walker advised that the financial environment for 2025/26 would remain challenging, with the Trust operating against a planned deficit of £21.2 million and reflected on the significant financial pressures across the NHS. He emphasised the importance of continued financial discipline, productivity improvements and transformation initiatives to support the long-term sustainability of services. The presentation was noted and Chris Walker invited Kat Rose, Chief Integration Officer, to deliver the next presentation.
4.	Service Area Feature – Moving Care from Hospital to Community Merry Hill Health Hub Kat Rose, Chief Integration Officer, introduced Kelly Taylor, Interim Director of Operations for the Community with Core Clinical Services Division, and Helen

	Codd, Head of Communications, Engagement and Partnerships for Place, who presented an overview of the development of the Merry Hill Health Hub. Members heard how the Health Hub supported the Trust's strategic objectives and aligned with the national ambition to shift care closer to patients' homes and communities. The presenters explained that the successful Adult Blood Test Service would relocate to the new facility the following week, with a Children's Blood Test Service due to be introduced from November 2025. The development formed part of the Trust's wider commitment to improving access to healthcare services in convenient community locations and reducing the need for patients to travel to hospital sites. Kelly Taylor advised that additional opportunities were being explored to further expand community-based provision, including maternity clinics, antenatal services and paediatric outpatient clinics. These developments would support improved patient experience, increase accessibility and contribute to the delivery of the Trust's strategic priorities. Helen Codd outlined the extensive engagement and consultation activity undertaken with local residents, patients, community groups and stakeholders throughout the development of the Health Hub. Members heard how feedback from the local community had informed the design and range of services offered, helping to ensure that facilities were accessible, responsive to local need and supported efforts to reduce health inequalities across the borough. The presentation was welcomed by members. Gary Crowe thanked the presenters for their update and invited Alex Giles, Lead Governor, to provide the next presentation.
5.	Council of Governors Update Alex Giles – Public Elected Governor Stourbridge, Lead Governor Alex Giles, Lead Governor, welcomed members and guests to the Annual Members' Meeting on behalf of the Council of Governors. He reflected on a year of significant progress and highlighted the important role governors had played in supporting the Trust, representing the views of members and local communities, and providing oversight and challenge as the organisation continued its journey of improvement. Members heard about the extensive partnership and system working taking place across the local health and care community, including governor involvement in reviewing the Trust's Quality Account, supporting the appointment of three new Non-Executive Directors and contributing to the development of the new group governance arrangements and the transition towards a joint Board model. The Lead Governor noted that these developments would help strengthen collaboration and support the delivery of high-quality services for patients.

	Alex Giles emphasised the importance of Foundation Trust membership and the vital role members play in influencing the future direction of the organisation. He encouraged continued engagement and participation in membership activities and thanked fellow governors for their commitment, dedication and contribution throughout the year. The Lead Governor welcomed the publication of the Government's Ten Year Health Plan and advised that governors would maintain a close interest in its implementation and the implications for local healthcare services. He also welcomed the Trust's continued strong performance in national benchmarking and league tables, recognising the efforts of staff across the organisation in delivering high-quality care and positive outcomes for patients. He concluded by thanking members, governors, staff and volunteers for their ongoing support of the Trust.
6.	Resolution The Chair thanked everyone for joining the meeting and asked members of the Trust present at the Annual Members Meeting to formally acknowledge and accept the presentation of the formal and statutory documents.
7.	Questions Professor Gary Crowe Deputy Chairman The Chairman confirmed that questions had been invited in advance of the meeting. Ken McClymont, Foundation Trust Member had written in to ask how many nurses had completed the Oliver McGowan training and how many left to do it (linking it to the recent national report that came out saying there is not enough nurses trained) Ken McClymont had also noted that a recent report on Midlands Today (the more than volunteers scheme) that mentioned that MMUH ED has specially trained volunteers to support patients in the waiting room to discuss other matters than clinical and wondered if Dudley would be planning to do something similar. Martina Morris, Chief Nurse confirmed that in relation to Oliver McGowan training it applied to all staff. It is a complex training in two parts. Eighty three percent of staff were compliant with the e-learning programme. Part two of the programme was tiered and there had been some issues with delivery and the number of training places available. It was a national issue and the Trust was working to mitigate the issue with the use of its Learning Disability nurses. Ken McClymont thanked Martina Morris for her reply and welcomed the efforts to ensure that all staff were trained and compliant. In response to the question raised about Volunteers in ED, Martina Morris replied that the MMUH worked with an organisation called Newbegin and the Dudley

	Group was looking at working with local charities to replicate the service including a local be-friending service. Ken McClymont welcomed the update and the efforts to replicate the MMUH service. Ken McClymont thanked all staff and volunteers for their continued hard work across the Trust. The Deputy Chairman opened up the meeting for any further questions. Grahame Tibbetts, Trust Volunteer, asked how the Trust was supporting staff and volunteers who may be experiencing pressure in the workplace and sought assurance regarding the psychological wellbeing support available. In response, James Fleet, Group Chief People Officer, advised that the Trust provided a comprehensive range of health and wellbeing services for staff, including psychological support and wellbeing initiatives designed to support colleagues throughout their employment. He offered to discuss the matter further with Grahame Tibbetts following the meeting to provide additional detail and assurance. Grahame Tibbetts welcomed the continued focus on supporting the Trust's diverse workforce and recognised the importance of maintaining accessible wellbeing support for all staff and volunteers. He also encouraged the Trust to continue exploring opportunities to reduce paper usage and increase sustainable working practices where appropriate. The meeting noted the comments and the ongoing commitment to supporting staff wellbeing, inclusion and environmental sustainability. Tanzila Bhatti, Theatre Practitioner, asked about employment and career opportunities available within the Trust. In response, Martina Morris advised that the Trust continued to perform well in relation to recruitment and retention and that a range of vacancies were regularly advertised across a variety of clinical and non-clinical roles. She highlighted the Trust's ongoing commitment to attracting, developing and retaining talented staff to support the delivery of high-quality patient care. Tanzila Bhatti commented positively on the Trust's preceptorship programme, recognising the valuable support it provided to newly qualified practitioners and those developing within their careers. Diane Wake, Chief Executive, added that the Trust actively encouraged career development and flexibility, including providing opportunities each year for staff to undertake seamless internal transfers between clinical areas, enabling colleagues to broaden their experience, develop new skills and pursue different career pathways within the organisation. The meeting noted the positive discussion regarding workforce development, career progression and the Trust's continued focus on attracting and retaining a skilled and engaged workforce.
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8.	Close of Annual Members Meeting Gary Crowe thanked all for their attendance and drew the Annual Members Meeting to a close and invited guests to stay up to date by following the Trust on Facebook, Twitter and Tik Tok. The 2026 Annual Members Meeting would be held on Thursday 15th October.
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