

ANSWER TO QUESTION 896

Date	Title/Role	In Attendance	Apologies	Acting	Permanent	Notes
05/03/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager		✓	✓ Seconded		CSL
	Lead for Out of Hospital Strategy	✓			✓	
12/03/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager		✓	✓ Seconded		CSL
	Lead for Out of Hospital Strategy	✓			✓	
19/03/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
26/03/025						ET was stood down as DG away
						Cont...

CONTINUED ANSWER TO QUESTION 896

02/04/2025	Director General	✓			✓	
	Director of Nursing		✓		✓	Gold Incident Command Course
	Director of Finance		✓	✓		Gold Incident Command Course
	Director of Workforce		✓		✓	AL
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager		✓	✓ Seconded		AL
	Lead for Out of Hospital Strategy	✓			✓	
09/04/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	No 6 Meeting
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director		✓		✓	AL
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
23/04/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health		✓		✓	AL
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
30/04/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	

Cont...

CONTINUED ANSWER TO QUESTION 896

	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health		✓		✓	AL
	Medical Director	✓			✓	Left at 3.30pm to another meeting
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
07/05/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director		✓		✓	Study Leave
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
14/05/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
21/05/2025	Director General	✓			✓	
						Cont...

CONTINUED ANSWER TO QUESTION 896

	Director of Nursing		✓		✓	CSL
	Director of Finance	✓			✓	
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓			✓ Seconded	
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
28/05/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓			✓	
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓			✓ Seconded	
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
04/06/2025	Director General		✓		✓	AL
	Director of Nursing	✓			✓	
	Director of Finance	✓			✓	Acting Chair
	Director of Workforce	✓			✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓			✓ Seconded	
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager		✓		✓	Attending as AHP Lead-Not available
						Cont...

CONTINUED ANSWER TO QUESTION 896

18/05/2025						ET was stood down due to ALs
25/06/2025	Director General		✓		✓	AL
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		Acting Chair
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health		✓		✓	AL
	Director of Public Health		✓		✓	AL
	Medical Director	✓			✓	
	Unit General Manager	✓		✓	Seconded	
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
	Head of Finance & Procurement	✓		✓		Acting Director of Finance
02/07/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓	Seconded	
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
09/07/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
						Cont...

CONTINUED ANSWER TO QUESTION 896

	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
16/07/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance		✓	✓		AL
	Director of Workforce		✓		✓	AL
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy		✓		✓	AL
	Physiotherapist Services Manager		✓		✓	Attending as AHP Lead-AL
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
	Head of Finance & Procurement	✓		✓		Acting Director of Finance
23/07/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	AL
	Director of ERS & Mental Health		✓		✓	AL
	Director of Public Health	✓			✓	
	Medical Director		✓		✓	AL
	Unit General Manager		✓	✓ Seconded		Jury Service
	Lead for Out of Hospital Strategy		✓		✓	AL
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
30/07/2025	Director General	✓			✓	
						Cont...

CONTINUED ANSWER TO QUESTION 896

	Director of Nursing		✓		✓	Table Top Exercise
	Director of Finance	✓			✓	
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health		✓		✓	AL
	Director of Public Health		✓		✓	Table Top Exercise
	Medical Director		✓		✓	AL
	Unit General Manager	✓			✓ Seconded	
	Lead for Out of Hospital Strategy		✓		✓	AL
	Physiotherapist Services Manager		✓		✓	Attending as AHP Lead- AL
06/08/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓			✓	
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓			✓ Seconded	
	Lead for Out of Hospital Strategy		✓		✓	AL
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
13/08/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance		✓		✓	AL
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	Left at 9.40 to another meeting
	Unit General Manager	✓			✓ Seconded	
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager		✓		✓	Attending as AHP Lead
	Head of Finance & Procurement	✓			✓	Acting Director of Finance
						Cont...

CONTINUED ANSWER TO QUESTION 896

20/08/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager		✓	✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
27/08/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Not available
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
03/09/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager		✓	✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
						Cont...

CONTINUED ANSWER TO QUESTION 896

	Physiotherapist Services Manager		✓		✓	Attending as AHP Lead
	The Hon Minister for Health	✓			✓	Attended 9.15-10.15am

**NB no meeting was held on 10th September. The Director of Finance is currently temporarily promoted and the Unit General Manager is seconded in an acting capacity.
NB no meeting was held on 17th September.**

24/09/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	Interviews at No 6
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	The Hon Minister for Health		✓		✓	
01/10/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce		✓		✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health		✓		✓	AL
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager		✓		✓	Attending as AHP Lead - AL
	The Hon Minister for Health	✓			✓	
08/10/2025	Director General	✓			✓	
	Director of Nursing		✓		✓	AL
	Director of Finance	✓		✓		
						Cont...

CONTINUED ANSWER TO QUESTION 896

	Director of Workforce		✓		✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health		✓		✓	AL
	Medical Director		✓		✓	In GMC Meeting
	Unit General Manager		✓	✓ Seconded		In Carduus Meeting
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
	The Hon Minister for Health	✓			✓	
22/10/2025	Director General	✓			✓	
	Director of Nursing	✓			✓	
	Director of Finance	✓		✓		
	Director of Workforce	✓			✓	Left meeting at 3pm
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health		✓		✓	CSL
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	The Hon Minister for Health		✓		✓	UK Meetings
05/11/2025	Director General (ag)	✓		✓		
	Director of Nursing	✓			✓	
	Director of Finance (ag)	✓		✓		
	Director of Workforce	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
						Cont...

CONTINUED ANSWER TO QUESTION 896

	The Hon Minister for Health	✓		✓	
12/11/2025	Director General (ag)	✓		✓	
	Director of Nursing (ag)	✓		✓	
	Director of Finance (ag)	✓		✓	
	Director of Workforce	✓		✓	
	Director of ERS & Mental Health	✓		✓	
	Director of Public Health	✓		✓	
	Medical Director	✓		✓	
	Unit General Manager	✓		✓ Seconded	
	Lead for Out of Hospital Strategy	✓		✓	
	Physiotherapist Services Manager	✓		✓	Attending as AHP Lead
	The Hon Minister for Health		✓	✓	
26/11/2025	Director General (ag)	✓		✓	
	Director of Nursing (ag)	✓		✓	
	Director of Finance (ag)	✓		✓	
	Director of Workforce		✓	✓	SL
	Director of ERS & Mental Health	✓		✓	
	Director of Public Health	✓		✓	
	Medical Director	✓		✓	
	Unit General Manager	✓		✓ Seconded	
	Lead for Out of Hospital Strategy	✓		✓	
	Senior Executive Officer	✓		✓	Attending obo Director of Workforce
	Physiotherapist Services Manager	✓		✓	Attending as AHP Lead
	The Hon Minister for Health	✓		✓	
10/12/2025	Director General (ag)	✓		✓	
	Director of Nursing (ag)	✓		✓	
	Director of Finance (ag)	✓		✓	
	Director of Workforce		✓	✓	
	Director of ERS & Mental Health	✓		✓	
					Cont...

CONTINUED ANSWER TO QUESTION 896

	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager	✓		✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Senior Executive Officer	✓		✓		Attending obo Director of Workforce
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	The Hon Minister for Health		✓		✓	
17/12/2025	Director General (ag)	✓		✓		
	Director of Nursing (ag)	✓		✓		
	Director of Finance (ag)	✓		✓		
	Director of Workforce (ag)	✓			✓	
	Director of ERS & Mental Health	✓			✓	
	Director of Public Health	✓			✓	
	Medical Director	✓			✓	
	Unit General Manager		✓	✓ Seconded		
	Lead for Out of Hospital Strategy	✓			✓	
	Physiotherapist Services Manager	✓			✓	Attending as AHP Lead
	The Hon Minister for Health	✓			✓	

No meetings were held on 15th & 29th October, 19th
November, 3rd, 24th and 31st December.