

Board of Directors Work Programme 2026-27: Meetings held in public

	Frequency SI = Standing Item	Requirement: Approval Assurance Decision Discussion Information To note	Accountable Officer (role)	Board Committee	2026				2027	
					May 7 Public Colchester Rugby Club	July 2 Public Kesgrave WMM	Sept 3 Public Colchester Rugby Club	Nov 5 Public Kesgrave WMM	January 7 Public Colchester Rugby Club	March 4 Public Colchester Rugby Club
Section 1: Chair's Business										
Welcome and Apologies for absence	SI	To note	Chair		X	X	X	X	X	X
Declarations of Interest	SI	To note	Chair		X	X	X	X	X	X
Patient experience	SI	Discussion	CN		X	X	X	X	X	X
Minutes of previous meeting held on DATE	SI	Approval	Chair		X	X	X	X	X	X
Matters Arising from the minutes and action log	SI	Approval	TrustSec		X	X	X	X	X	X
Report from the Trust Chair	SI	To note	Chair		X	X	X	X	X	X
Report from the Chief Executive	SI	To note	ChiefExec		X	X	X	X	X	X
Section 2: Integrated Performance										
Key Issues report - Quality and Patient Safety Committee	SI	Assurance	CtteeChair and Exec Lead	QPS	March / Apr	May/June	July/Aug	Sept/Oct	Nov/Dec	Jan/Feb
Key Issues Report - Performance and Finance Committee	SI	Assurance	CtteeChair and Exec Lead	PFC		May	July	Sept/Oct	Nov/Dec	Jan/Feb
Key Issues Report - People and Organisational Development Committee	SI	Assurance	CtteeChair and Exec Lead	POD	X	May	X	X	X	X
Integrated Performance Report	SI	Assurance	ELT		previous year's operational performance	X	X	X	X	X
Learning from Deaths	Quarterly discussion	Assurance	CMO	QPS	X		X Annual Report		X	X
UEC plan	Annual	Approval	MD / COO	PFC			X			
Section 3: Quality and Patient Safety										
Addressing Health Inequalities Strategy	Three yearly Next due 2026	Approval Assurance - annual report	CMO	QPS	X	Annual Report				
Care Quality Commission	As required			QPS						
Clinical presentation	SI		CMO/CN	QPS	X	X	X	X	X	X

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Complaints Annual Report	Annual	Assurance	CN	QPS		X				
Health and Safety Annual Report	Annual	Assurance	DoE&F	QPS June		X TBC	X TBC			
Infection Prevention and Control Annual Report	Annual	To note	CN	QPS August			X TBC	X TBC		
Maternity and Neonatal Improvement Board CKIs	Bi-monthly	Assurance	CN/Maternity Board Safety Champion	QPS	March	May	July	Sept	Nov	Jan
Maternity incentive scheme/10 safety actions (CNST - Clinical Negligence Scheme for Trusts) - submission	Annual - in year reporting	Assurance/ Approval	CN DirofMid	MatNeo Board/QPS					Safety actions 1-10 - final submission approval	
Organ Donation and Human Tissue Act Annual Report	Annual	Approval	CMO (DCMO)	QPS June		X				
Premises Assurance Model Assessment	Annual	Approval (endorsement prior to submission)	DoE&F	QPS August			X			
Quality Strategy	Bd appvd 12/1/23 Five year - next due Jan 2028	Approval	CN/CMO (DepCN)	QPS	-	-	-	-	-	-
Safeguarding Annual Report	Annual	Assurance	CN	QPS (June) - EMC May		X				
Nursing & Midwifery Skill Mix Review/Acuity	Six monthly	Approval	CN/DoF	POD/EMC	X			X		

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Workforce Safeguards Report	Annual via POD CKI		CMO/CN/ CPO	POD - to BoD through CKI wef 2025					X POD CKI	
Section 4: Strategy and Transformation										
Clinical Strategy / MTP	Update frequency TBC	Approval / Assurance via updates	SPD	PFC	X Update					
Digital, Data and Technology Strategy	Three year Approved 9/23-2023-2026	Approval	MD	EMC				X		
ESNEFT as an Anchor Organisation	3 times a year July, Nov, March	Assurance/ To Note	DoF CPO	EMC	X			X		X
Green Plan (action from July 2025 Board - for next year's report key deliverables to be clearly set out to enable progress to be assessed - passed to E&F team Aug25)	Revision approved 2024-27, July 2025 review- due July 2027	Approval	DoE&F	EMC						
Property & Estates Strategy (2025-30)	Due for approval 6/11/25 - due Nov 2030	Approval	DoE&F	EMC						
Trust Plan and Financial Framework	Annual	Approval	DoF	PFC	X					
Section 5: People										
EDI Strategy 2025-2029	Five yearly - approved 6/3/25, due Jan 2029	Approval	CPO	POD						
Gender Pay Gap Annual Report	Annual	Approval	CPO	POD Jan 2027						X
Public Sector Equality Duty Annual Report 2025	Annual	Approval	CPO	POD July 2027			X			X

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Workforce Race Equality Standard (WRES)	Annual	Approval	CPO	POD				X - annual report		
Workforce Disability Race Equality Standard (WDES)	Annual		CPO	POD				X- annual report		
Freedom to Speak Up	Six monthly Self-reflection planning tool annual review	Assurance/ Approval (Nov)	CPO NED lead Lead/Deputy Lead FTSU Guardian to attend	POD Annual Rep Sept		X (postponed from May)		X incl self-reflection tool review		
Guardian of Safe Working Hours	Six monthly POD July/Nov Escalation to Board if required	Assurance	CMO/DCMO	POD			X Annual report		X	
Medical Appraisal and Revalidation Annual Report	Annual	Assurance & Approval	CMO/DCMO	POD July			X			
Modern Slavery statement	Annual - May	DoGov/ CPO	N/A		X					
National Staff Survey	Annual	Assurance	CPO	POD	X					
People Strategy	2024-2027 - Next due 2027	Approval	CPO	POD						
Sexual Safety Charter Assurance Framework	Annual	To note	CPO	POD					X	
UNISON Anti Racism Charter	Annual	To note	CPO	POD					X	
Section 6: Governance										
Key Issues report - Audit and Risk Committee	At least 6 times per annum	Assurance	Cttee Chair	A&R	Mch		June	Sept	Nov	Jan

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Board Assurance Framework (BAF)	3 times pa - July, Nov, Mar (aligns with risk appetite via Audit and Risk)	Approval	DoGov	Audit&Risk Individual Committee oversight of relevant strategic risks		X		X		X
Board Committee Terms of Reference review	Annual	Assurance	DoGov				X			
Board Effectiveness Review	Annual	Approval	DoGov	All			X			
Board Committee membership	Annual	Approval	Chair/DoGov		X					
Corporate Governance Framework: Standing Financial Instructions, Standing Orders, Schedule of Matters reserved to the Board and Scheme of Delegation	Annual	Approval	DoF	A&R March - via CKIs from Committee and/or full report	X					
Emergency Preparedness, Resilience and Response (EPRR) Annual Submission	Annual Nov Board in private/Jan public	Approval	MD						X	
Fit and Proper Person Requirement	Annual	Assurance	TrustSec	N/A		X				
Provider Capability Assessment	Annual - date TBC	Assurance	DoGov	ALL						
Provider Licence Self Certification	Annual - public	Approval	DoGov/ TrustSec	Audit&Risk QPS	X					
Risk Management Policy	Three yearly - due 11/27	Approval	DoGov	A&R						
Senior Independent Director appointment	As required			Council of Governors						
Trust Constitution	As required - BoD apprvd April25	Approval	DoGov							X
Trust Seal	Quarterly - or as required	To note	TrustSec			X		X		X
Trust Seal Policy	Three yearly - next due 2027	Approval	TrustSec							