

**A meeting of the Board of Directors will be held in Public on
Thursday 7 May 2026, 9:30 am – 1:00 pm
Roman Lounge, Colchester Rugby Club, Raven Park, Cuckoo Farm Way Colchester, CO4 5YX
AGENDA**

Quorum: Standing Order 4.11, no business shall be transacted at a meeting unless at least one-third of the whole number of the Chair and Directors (including at least one Non-Executive Director and one Executive) is present (five voting members)

No.	Item	Purpose	Lead		Approx Time
Section 1 – Chair’s Business					
1.1	Welcome and Apologies for Absence •	To note	Chair		9:30
1.2	Declarations of Interest	To note	Chair	Attachment	
1.3	Minutes of the meeting held on 5 March 2026	Approval	Chair	Attachment	9:50
1.4	Matters Arising from the minutes and action log	To note	Associate Director of Risk, Governance and Compliance	Attachment	
1.5	Report from the Trust Chair	To note	Chair	Attachment	
1.6	Report from the Chief Executive	To note	Interim Chief Executive	Attachment	
Section 2 – Integrated Performance					
(full Integrated Performance Report within supporting documents at end of agenda)					
2.1	Integrated Performance Report Covering Paper	Assurance	Executive Leads	Attachment	10:00
2.2	Key Issues report – Quality and Patient Safety Committee	Assurance	Committee Chair	Attachment	
2.3	Learning from deaths Report Covering Paper	Assurance	Chief Medical Officer	Attachment	
2.4	Key Issues reports - Performance and Finance Committee	Assurance	Committee Chair	Attachment	
2.5	Key Issues report - People and Organisational Development Committee	Assurance	Committee Chair	Attachment	
Refreshment break 10.50am (10 mins)					

Section 3 – Quality and Patient Safety					
3.1	Clinical Presentation - <i>to be focused on NEE work between acute and community (Helen Welham/Emma Kennedy/Aileen Dove)</i>	Assurance	Chief Medical Officer	Attachment	11:00
3.2	Addressing Health Inequalities Strategy	Approval	Chief Medical Officer	Attachment	11:20
3.3	Key Issues report - Maternity and Neonatal Improvement Board	Assurance	Chief Nurse	Attachment	11:25
3.4	Nursing & Midwifery Skill Mix Review/Acuity	Approval	Chief Nurse / Chief Financial Officer	Attachment	11:30
Section 4 – Strategy and Transformation					
4.1	Medium Term Plan <i>(to ratify decision taken at PFC 18 March 2026).</i>	Ratification	Chief Financial Officer	Attachment	11:45
4.2	Medium Term Plan 2026/27 plan on a page	Information	Strategy Programme Director	Attachment	11.50
4.3	ESNEFT as an Anchor organisation	Assurance	Chief Financial Officer	Attachment	12.00
Section 5: People					
5.1	Modern Slavery statement	Approval	Associate Director of Risk, Governance and Compliance/ Chief People Officer	Attachment	12.10
5.2	National Staff Survey	Assurance	Chief People Officer	Attachment	12.15
Section 6: Governance					
6.1	Key Issues report - Audit and Risk Committee - <i>March</i>	Assurance	Committee Chair	Attachment	12.30
6.2	Trust Standing Financial Instructions (SFIs) and Scheme of Delegation (SoD)	Approval	Chief Financial Officer	Attachment	12.35
6.3	Provider Licence Self Certification	Approval	Associate Director of Risk, Governance and Compliance	Attachment	12.40
6.4	Board Committee membership	Approval	Chair/ Associate Director of Risk, Governance and Compliance	Attachment	
6.5	Board Work Programme	Approval	Chair/ Associate Director of Risk, Governance and Compliance	Attachment	
Section 7 – Questions from the public					
7.1	Public Questions relating to the agenda	Discussion	Chair		12:45
Section 8 – Urgent business					
8.1	Any Other Urgent Business	Information	Chair		
8.2	Date of next meeting in Public & Private 9.30am, Thursday 2 July 2026, Conference Centre, Kesgrave War Memorial, Twelve Acre Approach, Kesgrave, Suffolk, IP5 1JF	Information	Chair		1:00
EXCLUSION OF THE PRESS AND PUBLIC					

The Chair to move those representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

Supporting documents / appendices

A) Integrated Performance Report

Contact information:

All papers are published on the Trust website a few days before each meeting <https://www.esneft.nhs.uk/about-us/how-we-work/board-of-directors-meetings/>

For further information, please contact the Board and Committee Secretary, Tina Terry, tina.terry@esneft.nhs.uk, 07745 746072, during office hours

Wifi Code: Colchester Rugby Club