Bedfordshire Hospitals
NHS Foundation Trust

Meeting of the Board of Directors

4 November 2026 @ 10.00am

Bedfordshire Hospitals NHS Foundation Trust
Meeting of the Board of Directors in Public
4 November 2026 at 10am – Committee Room, Bedford Hospital/MS Teams

Agenda

Topic	Presentation (P); Verbal (V); Written (W)	Board Lead	Timing
1. Administration			
1.1. Welcome & apologies	V	DH	10:00
1.2. Declarations of interest *Declarations of Interest for Executive and Non-Executive Directors - Bedfordshire Hospitals NHS Trust*	V	DH	
1.3. Minutes of previous meeting and any matters arising	W	DH	
1.4. Review of actions	W	DH	
1.5. Questions received from the public	V		
2. Insight			
2.1. Freedom to Speak Up Guardian	W	LH/CU	10.10
2.2. Chair's Report	V	DH	
2.3. Chief Executive Officer's Report	W	PN	
2.4. Matters requiring Board's input and advice: 2.4.1. Objectives Q2 position 2.4.2. NHSE's Provider Assurance Oversight Model 2.4.3. Elective Hub investment at Bedford Hospital	 W W	 PN/VP PN/MG MB	
2.5. Progress with action plans: 2.5.1. Well Led Action Plan	 W	 VP	
3. Foresight			
3.1. Winter Planning	W	CJ	10.40
3.2. Central East ICB FY27/28 commissioning intentions	W	PN/MG	
3.3. Trust FY27/28 budgeting process and timetable	W	MG	
3.4. Neighbourhood care in Bedfordshire	V	PN	
3.5. Process and timetable for Trust Strategy refresh	W	MB	
3.6. Staff Survey Uptake	W	FM	
10-minute break			
4. Oversight			
4.1 Strategies, reports or submissions requiring Board determination: 4.1.1 Thirwall Inquiry 4.1.2 Maternity 10-Point Plan 4.1.3 Provider Capability Assessment	 W W W	 PN/PT PN PN	11.10
4.2 BHFT performance and assurance review: 4.2.1 Matters for the attention of the Board from the Executive 4.2.2 Board Committee Escalation Reports • Quality Committee • Finance, Investment &	 W W	 Executive	

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Performance Committee • Workforce Committee • Digital Strategy Committee • Population Health & Partnerships Committee • Audit & Risk Committee • Charitable Funds Committee		Committee Chairs	
4.3 Corporate governance and regulatory compliance: 4.3.1 Board-level Risk Register 4.3.2 Corporate Governance Report	 W W	 VP VP	
4.4 Performance reports for information • Operational Performance Report • Harm Free Care, Learning, Incidents and Complaints Report • Learning from Deaths Report • Nursing and Midwifery Workforce Report • Finance Report • Workforce Board Report • Information Governance Quarterly Report	W	Exec Team	
Conclusion			
Any other business	V	DH	
Reflections on the meeting • What worked well? • What could have worked better and how?			
Close & date of next meeting: 10am, 3 February 2027			

Topic	Presentation (P); Verbal (V); Written (W)	Board Lead	Timing
Closed session of the Board			
Staff Story	P&V		12:00