NHS
Bradford Teaching Hospitals
NHS Foundation Trust

BOARD OF DIRECTORS MEETING IN PUBLIC
AGENDA

Date:	Thursday, 24 September 2026	**Time:**	09:30 – 12:30
Venue:	Conference Room, Field House, BRI	**Chair:**	Karen Walker, Acting Chair

- 9.45 – 10.00 – Zakir Shariff, Consultant Plastic Surgeon & Tom White, General Manager (MSK & Therapies), Bo.9.26.7 – Skin AI showcase
- 10.10 – 10.40 - Sara Hollins, Director of Midwifery, Bo.9.26.9 - Maternity and neonatal services update
- 10.50 – 11.00 - Michael McCooe, Associate Medical Director, Bo.9.26.11 – Research activity in the Trust
- 12.25 – 12.30 – Zanab Bi, Matron & Razwana Bashir, Matron, Bo.9.26.23 - Presentation of Ward 15 exemplar accreditation status

Observers:
- John Waterhouse, Governor
- Alistair Crockford, Internal Audit
- GMTS graduate trainees
- Sarah Waite, OD manager
- Louise Horsley, Senior Quality Governance Lead

No.	Agenda Item	Lead	Outcome	Papers attached
09:30 Section 1: Opening matters				
Bo.9.26.1	Apologies for absence	Chair	For information	Verbal
Bo.9.26.2	• Declarations of interest • Board Code of Conduct	Chair	For information	Bo.9.26.2
Bo.9.26.3	Minutes of the meeting held on 23 July 2026	Chair	For approval	Bo.9.26.3
Bo.9.26.4	Matters arising	Chair	For information	Verbal
09:35 Section 2: Business Reports				
Bo.9.26.5	Report from the Chair	Chair	For assurance	Bo.9.26.5
Bo.9.26.6	Report from the Chief Executive	Chief Executive	For assurance	Bo.9.26.6
09:45 Section 3: Patient Care				
Bo.9.26.7	Getting to know the CSUs – Skin AI showcase	Chief Operating Officer	For information	Presentation
Bo.9.26.8	Report from the Chair of the Quality Committee a. September 2026	Chair of the Quality Committee	For assurance	Bo.9.26.8a
Bo.9.26.9	Maternity and neonatal services update	Chief Nurse	For assurance and approval	Bo.9.26.9
Bo.9.26.10	CQC Action Plan – Urgent & Emergency Care	Chief Operating Officer	For approval	Bo.9.26.10
Bo.9.26.11	Research Activity in the Trust	Chief Medical Officer	For assurance	Presentation

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BREAK 11:00 – 11:10

11:10 Section 4: People				
Bo.9.26.12	Report from the Chair of the People Committee a. September 2026 *Reports from the People Committee for noting by the Board:* b. Medical Appraisal & Revalidation Annual Report & Statement of Compliance *c.* Violence Prevention & Reduction Standard *(included as part of Bo.9.26.14e Annual Security Report)*	Chair of the People Committee	For assurance	Bo.9.26.12a Bo.9.26.12b *Bo.9.26.14e*
Bo.9.26.13	Equality & Diversity Council quarterly reporting update	Chief Executive	For assurance	Bo.9.26.13

11:25 Section 5: Finance & Performance				
Bo.9.26.14	Report from the Chair of the Finance and Performance Committee a. September 2026 *Reports from the Finance and Performance Committee for noting by the Board:* b. Integrated Dashboard c. Finance Report d. Performance Report e. Annual Security Report f. Emergency Preparedness, Resilience & Response (EPRR) and Core Standards	Chair of the Finance & Performance Committee	For assurance	Bo.9.26.14a Bo.9.26.14b Bo.9.26.14c Bo.9.26.14d Bo.9.26.14e Bo.9.26.14f
Bc.9.26.15	Winter Plan Board Assurance Statement	Chief Operating Officer	For approval	Bo.9.26.15

11:40 Section 6: Strategy & Partnerships				
Bo.9.26.16	Strategy – Emerging issues	All	For assurance	Verbal
Bo.9.26.17	Health Equity	Director of Strategy & Transformation	For approval	Bo.9.26.17

11:55 Section 7: Audit & Assurance				
Bo.9.26.18	Report from the Chair of the Audit Committee – 8 September 2026	Chair of the Audit Committee	For assurance	Bo.9.26.18
Bo.9.26.19	Report from the Chair of the Charitable Funds Committee – 4 August 2026	Chair of the Charitable Funds Committee	For assurance	Bo.9.26.19

12:05 Section 8: Governance				
Bo.9.26.20	High-level risks	Chief Nurse	For assurance	Bo.9.26.20
Bo.9.26.21	Risk Management Strategy and Policy (including Risk Appetite Statement)	Chief Nurse	For approval	Bo.9.26.21
Bo.9.26.22	Governance reports: a. Use of the Trust Seal b. Constitution c. Council of Governors Engagement Policy d. Board NRC Terms of Reference	Associate Director of Corporate Governance/Board Secretary	For approval	Bo.9.26.22

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12:25 Section 9: Board Meeting Outcomes				
Bo.9.26.23	Any other business a. Presentation of Ward 15 exemplar accreditation status b. Thirlwall Inquiry: Immediate Board considerations	Chair Chief Nurse Chief Nurse	For information For approval	Verbal Bo.9.26.23b
Bo.9.26.24	Issues to refer to Committees or elsewhere	Chair	For approval	Verbal
Bo.9.26.25	Review of meeting	Chair	For information	Verbal
Bo.9.26.26	Date and time of next meeting: • 25 November 2026 – 9.30-12.30	Chair	For information	Verbal

Annexes for the meeting of the Board of Directors 24 September 2026

Annex 1: For Information				
Bo.9.26.27	Board of Directors work plan	Associate Director of Corporate Governance/Board Secretary	For information	Bo.9.26.27

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