NHS
Countess of Chester Hospital
NHS Foundation Trust

Public meeting of the Board of Directors Agenda
(published items)
Tuesday 24th November 2026, 09.00 – 12.50
Women & Children's Building Seminar Room

Chair	Mr N Large, Trust Chair
Apologies	
In attendance	Ms L Haslam, Participation Coordinator, Ms M Whelan, Education & Training Manager and Ms L Wilson, Ms G Powell, Ms H Thomas and Ms K Adams-Guppy, Volunteers (Item 3.). Ms E Maxwell, Head of Nursing Urgent Care and Ms C Ellis, Ward Manager (Item 4.)

Time	Agenda No.	Agenda item	Lead	Page No.	Decision Required
09.00	1.	Welcome, apologies and Chair's opening remarks (verbal)	Trust Chair		For noting
09.03	2.	Declarations of Conflicts of Interest with agenda items (verbal)	Trust Chair		For noting
09.05	3.	Service Showcase (to be presented on the day)			
09.30	4.	Patient Story (to be presented on the day)			
09.40	5.	Minutes of the previous meeting held on 29th September 2026 (attached)	Trust Chair	5 - 23	For approval
09.45	6.	To consider any matters arising and action and decision log (attached)	Trust Chair	24 - 3	For noting
09.50	7.	Chief Executive Officer's Report (attached)	Chief Executive Officer	31 - 35	For noting
10.00	8.	Trust Chair's Update (verbal)	Trust Chair		For noting
10.05	9.	a) Board Assurance Framework (Quarter 2) Update (attached) b) Significant Risks Report (November 2026) (attached)	Director of Governance and Risk Director of Governance and Risk	36 - 59 60 - 69	For decision For noting
Quality of Care					
10.15	10*.	GMC National Trainee Survey Results (attached)	Medical Director	70 - 117	For noting
10.18	11.	Freedom to Speak Up Report (FTSU) (April 2026 – September 2026) (attached)	Chief Operating Officer	118 - 126	For assurance & noting
10.25	12.	Quality & Safety Committee Chair's Report – 5th November 2026 (attached)	Chair Quality & Safety Committee	127 - 129	For assurance
10.35	13.	Quarter 2 Maternity and Neonatal Trust Board Safety Report (attached)	Director of Midwifery	130 - 158	For assurance

Comfort Break – 10.45 – 10.55					
10.55	14.	Quarter 2 2026-2027 Mortality Surveillance Report (learning from deaths) (attached)	Medical Director	159 - 168	For assurance
Operational Performance					
11.00	15.	Integrated Performance Report (IPR) (to follow) Operational Performance Quality Safety People Finance	 Chief Operating Officer Director of Nursing & Quality Medical Director Chief People Officer Chief Finance Officer		For assurance
11.20	16.	Non-elective Pressure & Impact on Finance and Performance (attached & presentation on the day)	Director of Transformation & Productivity	169 - 188	For noting
11.30	17.	Operational Management Board Chair's Report – 24th September 2026 and 22nd October 2026 (attached)	Chief Executive Officer	189 - 194	For assurance
11.35	18.	NHS Oversight Framework (NOF) (attached)	Chief Data & Digital Officer	195 - 202	For noting
Finance, Use of Resource and Performance					
11.40	19.	Finance & Performance Committee Chair's Report – 9th November 2026 (attached)	Finance & Performance Committee Chair	203 - 204	For assurance
11.50	20.	Audit Committee Chair's Report – 6th October 2026 (attached)	Audit Committee Chair	205 - 206	For assurance
Strategic Change					
12.00	21.	Emergency Preparedness Response & Resilience (EPRR) Annual Report (attached)	Director of Governance & Risk	207 - 223	For assurance
12.05	22.	Anchor Institution Annual Report 2025/26 (attached)	Director of Strategic Partnerships	224 - 241	For assurance
12.10	23.	Health Inequalities Annual report 2025/26 (attached)	Director of Strategic Partnerships	242 - 284	For decision & assurance

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12.15	24.	Digital and Data Strategy Development Update (attached)	Chief Digital & Data Officer	285 - 298	For decision
12.20	25.	People Strategy 2025–2028: Year 1 Delivery Review and Year 2 Priorities (attached)	Chief People Officer	299 - 308	For assurance
Leadership, Improvement Capability, Organisation Development and People					
12.25	26.	People Committee Chair's Report – 16th November 2026 (attached)	People Committee Chair	309 - 311	For assurance
12.35	27.	a) Equality, Diversity & Inclusion (ED&I) Report (including 2026 WRES, WDES and Gender Pay Gap) (attached) b) Becoming an Anti-Racist Organisation (including response to the Lord Mann Review) (attached)	Cheshire People Officer Chief People Officer	312 - 316 317 - 328	For decision & noting For decision
12.45	28*.	Council of Governors Report – November 2026 (attached)	Director of Governance & Risk	329 - 331	For noting
Items for noting					
12.45	29.*	Items for noting and receipt (attached): ***Sent under separate cover*:** **Minutes of Committee Meetings:** a) Approved minutes of the Quality & Safety Committee – 3rd September 2026. b) Approved minutes of the People Committee – 11th August 2026. c) Approved minutes of the Finance & Performance Committee – 22nd September 2026. d) Approved minutes of the Audit Committee – 23rd June 2026 and 14th July 2026. e) Approved minutes from the Operational Management Board – 23rd July 2026 and 24th September 2026. **Other items:** f) Board of Directors Workplan 2026/27.	Trust Chair		For noting
Other items					
12.47	30.	Any Other Business (verbal)	Trust Chair		For noting
12.48	31.	Questions from Governors and members of the Public relating to items on the meeting agenda - ***Questions to be submitted in writing in advance of the meeting to:*** coch.membershipenquiriescoch@nhs.net ***by Thursday 19th November 2026***	Trust Chair		For noting

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