The Princess Alexandra Hospital NHS Trust

AGENDA
Public Meeting of the Board of Directors

Date and time: Thursday 1 October 2026 at 09.30 – 13.00
Venue: **Kao Park Boardroom**

	Item	Subject	Action	Lead	
01 Opening Administration					
09:30	1.1	Apologies	-	Chair	
	1.2	Declarations of Interest	-	Chair	
	1.3	Minutes from previous meeting	Approve	Chair	4
	1.4	Matters arising and action log	Review	All	19
09:35: Board Story: Kath's Story					
02 Chair and Chief Executive's Reports					
10:00	2.1	Chair's Report	Inform	Trust Chair	21
10:05	2.2	Executive Report including: • Strategic Update	Inform	Chief Executive Chief Strategy Officer	26 33
10:15		*Opportunity for members of the public to ask questions about the board discussions or have a question answered.*			
03 Risk					
10:20	3.1	Corporate Risk Register	Approve	Chief Medical Officer	43
10:30	3.2	Board Assurance Framework 2026-27 *Diligent Resources: BAF 2026-27*	Review/ Approve	Director of Corporate Governance	47
04 Patients					
10:40	4.1	Reports from Quality and Safety Committee on 25.09.26 and revised Terms of Reference • Part I • Part II	Assure	Committee Chairs	To follow
10:50	4.2	Maternity Reports: • Maternity Assurance Report • Maternity and Neonatal 10 Point Plan Baseline Assessment	 Assure Assure	Interim Chief Nurse/ Director of Midwifery	 53 60
11:15	4.3	Trust Response to the Thirlwall Inquiry and Progress on Implementation	Assure	Interim Chief Nurse	62
11:25	4.4	Nursing, Midwifery and Care Staff Levels Diligent Resources: *Appendix 2: Redeployment and trend data* *Appendix 3: CHPPD*	Assure	Interim Chief Nurse	69

		Appendix 4. Nursing Red Flags (NICE 2014), Incident Reports and Trend Data *Appendix 5: Nursing quality indicators*			
11:35	4.5	Learning from Deaths (Mortality) Report	Assure	Chief Medical Officer	78
		B R E A K 11:40 to 11:50			
05 People					
11:50	5.1	Report from People Committee	Assure	Committee Chair	Verbal
11:55	5.2	Annual Report on Medical Revalidation and Compliance	Assure	Chief Medical Officer	85
06 Pounds and Performance					
12:00	6.1	Report from Performance and Finance Committee	Assure	Chair of Committee	98
12:05	6.2	Finance Update	Assure	Chief Finance & Infrastructure Officer	106
12:15	6.3	Integrated Performance Report (IPR) *Diligent Resources: IPR Full Data Pack (April)*	Discuss	Chief Operating Officer	112
07 Governance					
12:25	7.1	Report from Audit Committee and Revised Terms of Reference	Assure	Chair of Committee	148 152
12:30	7.2	Report from West Essex Health and Care Partnership Board	Assure	Chair of Committee	159
12:35	7.3	Report from Executive Board Meeting	Assure	Chair of Committee	160
12:40		*Opportunity for members of the public to ask questions about the board discussions or have a question answered.*			
08 Closing Administration					
12:45	8.1	Any unresolved issues			Verbal
	8.2	Review of Board Charter			Verbal
	8.3	Summary of actions and decisions	-	Chair/All	Verbal
	8.4	New risks and issues identified	Discuss	All	Verbal
	8.5	Any other business	Review	All	Verbal
	8.6	Reflection on meeting *(Is the Board content that patient safety and quality has been considered and there was evidence of good governance)*	Discuss	All	Verbal
13:00		Close			

Date of next Public Board meeting: 3 December 2026

The Princess Alexandra Hospital NHS Trust

Purpose:
The purpose of the Trust Board is to govern the organisation effectively and in doing so to build public and stakeholder confidence that their health and healthcare is in safe hands and ensure that the Trust is providing safe, high quality, patient-centred care. It determines strategy and monitors performance of the Trust, ensuring it meets its statutory obligations and provides the best possible service to patients, within the resources available.
Quoracy:
One third of voting members, to include at least one Executive and one Non-Executive (excluding the Chair). Each member shall have one vote and in the event of votes being equal, the Chairman shall have the casting vote.

Board Membership and Attendance 2026/27			
Non-Executive Director Members of the Board (voting)		**Executive Members of the Board (voting)**	
Title	**Name**	**Title**	**Name**
Trust Chair	Darshana Bawa	Chief Executive	Thom Lafferty
Non-executive Director and Senior Independent Director (SID)	Oge Austin-Chukwu	Interim Chief Nurse	Jo Ward
Non-executive Director and Vice Chair	Ben Molyneux	Chief Operating Officer	Anna Jebb
Non-executive Director	Colin McCready	Chief Medical Officer	Andrew Kelso
Non-executive Director	David Baines	Chief Finance and Infrastructure Officer	Tom Burton
Non-executive Director	Isabelle Parasram	**Executive Members of the Board (non-voting)**	
Associate Non-executive Director	Ralph Coulbeck	Chief Strategy Officer	Michael Meredith
Associate Non-executive Director	Mark Gammage	Chief People Officer	Giovanna Leeks
		Chief Clinical Transformation Officer	Jim McLeish
		Other Directors (non-voting)	
		Director of Corporate Governance	Heather Schultz
		Director of Communications and Engagement	Marcel Berenblut
Corporate Secretariat			
Board & Committee Secretary	Lynne Marriott		