NHS
West Suffolk
NHS Foundation Trust

Board of Directors (In Public)

Schedule	Friday 25 September 2026, 9:15 AM — 1:15 PM BST
Venue	Northgate Room, 2nd Floor Quince House
Description	A meeting of the Board of Directors in the Public domain on Friday 25th September 2026
Notes for Participants	- Observer : Japhino Christo, Estates officer - Compliance - Rachael Scicluna-Penso, Integrated Services Lead, attending as part of CEO mentoring
Organiser	Joanne Sanger

Agenda

	AGENDA Presented by Jude Chin	1
9:15 AM	1. GENERAL BUSINESS Presented by Jude Chin	2
9:15 AM	1.1. Welcome and apologies for absence - Heather Hancock, Clement Mawoyo To Note - Presented by Jude Chin	3
9:20 AM	1.2. Declaration of interests for items on the agenda To Assure - Presented by Jude Chin	4
9:25 AM	1.3. Minutes of the previous meeting - 31st July 2026 (ATTACHED) To Approve - Presented by Jude Chin	5
	Item 1.3 - 2026 07 31 July - WSFT Public Board Minutes - DRAFT.docx	6

	1.4.	Action log and matters arising (ATTACHED) To Review - Presented by Jude Chin	21
		Item 1.4 - Board Action Log - 25.9.26 - Active.pdf	22
		Item 1.4 - Board Action Log - 25.9.26 - Complete.pdf	23
9:25 AM	1.5.	Questions from Governors and the public relating to items on the agenda (verbal) To Note - Presented by Jude Chin	24
9:35 AM	1.6.	Staff Story (includes reference to racist abuse) - Anita Perkins and Hannah Wray, Community Nurses in attendance To Review	25
10:00 AM	1.7.	Chief Executive's report (ATTACHED) To inform - Presented by Ewen Cameron	26
		Item 1.7 - CEO Board report - September 2026 v2.docx	27
10:10 AM	1.8.	BAF and Risk Report (ATTACHED) To inform - Presented by Paul Bunn	32
		Item 1.8 - BAF report to Board - Sept 2026.docx	33
		Item 1.8 - Org risk register Sep 2026 - please open and click link.docx	38
10:40 AM	2.	JOINED UP SERVICES	39
	2.1.	Strategic Priorities update report including reference to scorecard (ATTACHED) (+Appendix) Presented by Sam Tappenden	40
		Item 2.1 - Open Board Strategy Paper September 2026.docx	41

	2.2. West Suffolk Alliance, Norfolk & Suffolk ICB, and NHS Essex ICB (ATTACHED) Presented by Maddie Baker -Woods	52
	Item 2.2 - WSFT Board EoL Paper 160926.docx	53
	3. HIGH QUALITY CARE	57
	3.1. Integrated Quality & Performance Report (IQPR) (ATTACHED) To Assure - Presented by Jude Chin	58
	Item 3.1 - IQPR July 2026.pptx	59
10:40 AM	COMFORT BREAK (10 mins)	91
	3.2. Quality & Patient Safety Committee - Committee's Key Issues (ATTACHED) To Assure - Presented by Paul Zollinger-Read	92
	Item 3.2 - QPS CKIs - August 2026.docx	93
	3.3. Nursing staffing report - including strategy (ATTACHED) To Assure - Presented by Daniel Spooner and Sarah Ward	97
	Item 3.3 - Safer NMW Staffing July - August 2026 final.docx	98
	3.4. R&D annual report (ATTACHED) To Assure - Presented by Richard Goodwin	117
	Item 3.4 - Research and Development Board Report.docx	118
	3.5. Maternity Services Report (ATTACHED) To Assure - Presented by Karen Newbury	122
	Item 3.5 - September 26 Perinatal Quality Safety and Performance report.docx	123
	4. EMPOWERED TO IMPROVE	138