

Meeting Title: Board of Directors (in Public)
Meeting Date: 25 September 2025



Report Title	Board Governance Report	
Author	David O'Brien, Director of Corporate Services and Company Secretary	
Accountable Director	David O'Brien, Director of Corporate Services and Company Secretary	
Previous committees/groups	None	
Recommended action(s)	Information / Approval	
Purpose of the paper	This report provides an update on issues and developments relating to Board governance.	
Executive Summary		
<p><u>Non-Executive Director Appointments</u></p> <p>NHS England has confirmed the appointment of two new Non-Executive Directors for the Trust:</p> <ul style="list-style-type: none">• Melanie Hudson, appointment effective from 22 September 2025.• Rebecca Malby, appointment effective from 01 December 2025. <p><u>Committee Memberships</u></p> <p>Changes to committee membership are proposed for Board approval:</p> <ul style="list-style-type: none">• Melanie Hudson will replace Saghir Alam as a member of the Quality Committee.• Melanie Hudson will replace Anne Cooper as a member of the People Committee. <p><u>Board Development</u></p> <ol style="list-style-type: none">1. A Board Development Workshop will be held on Monday 29 September. This workshop will take place at Trust Headquarters and will be facilitated by Integrated Development Ltd.2. The Trust has submitted an expression of interest regarding participation in cohort one of a new board development programme introduced by NHS England.		
Recommendation(s)	<ol style="list-style-type: none">1. The Board notes the developments in Board governance as outlined in this report.2. The Board approves the changes to committee membership as proposed in 2.2 of the report	
Link to Board Assurance Framework Risks (board and level 2 committees only)	All BAF strategic risks	

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Board Governance Report

1. INTRODUCTION

- 1.1 This report provides an update on developments relating to Board governance.

2. BOARD GOVERNANCE UPDATES

2.1 Non-Executive Director Appointments

- 2.1.1 NHS England has confirmed the appointment of two new Non-Executive Directors for the Trust, as follows.
- 2.1.2 The appointment of Melanie Hudson, effective from 22 September 2025.
- 2.1.3 The appointment of Rebecca Malby, effective from 01 December 2025, following the end of Anne Cooper's term of office on 30 November.

2.2 Committee Memberships

- 2.2.1 The appointment of Melanie Hudson as a Non-Executive Director has brought some proposed changes to the membership of assurance committees, as follows:
- 2.2.2 Melanie Hudson will replace Saghir Alam as a member of the Quality Committee.
- 2.2.3 Melanie Hudson will replace Anne Cooper as a member of the People Committee.
- 2.2.4 These changes will take place with immediate effect following Board approval.

2.3 Board Development Workshop

- 2.3.1 A Board Development Workshop will be held on Monday 29 September. This workshop will take place at Trust Headquarters and will be facilitated by Chris Lake and Jem Peel of Integrated Development Ltd.
- 2.3.2 The programme for the day will cover recent developments in the expectations placed on NHS trust boards (for instance, as set out in the Insightful Provider Board guidance) and the implications for Board governance of the Ten-Year Health Plan.
- 2.3.3 More details will be sent out in advance of the session.

2.4 NHS England Board Development Programme

- 2.4.1 NHS England recently invited trusts to submit an expression of interest regarding participation in cohort one of a new board development programme introduced under the banner of NHS IMPACT (**Im**proving **P**atient **C**are **T**ogether).
- 2.4.2 The stated aim of this programme is to equip boards to develop innovative and efficient ways of working, to lead for improvement across their organisation, and to use data and analytics effectively. The approach taken will be co-developed with individual boards and tailored to each organisation's context and priorities.
- 2.4.3 Cohort one has places available for up to 25 provider trusts, including from the acute, community, mental health, ambulance, and specialist sectors.
- 2.4.4 The content of this programme aligns with the Trust's existing priorities for board development, and so the Trust has submitted an expression of interest regarding participation in cohort one of this programme. The application window closed on 15 September. Receipt of the Trust's expression of interest has been acknowledged and we await to hear the outcome.

3. FINANCIAL IMPLICATIONS

- 3.1 This report has no direct financial implications.

4. RISK

- 4.1 Failure to develop and maintain effective Board governance arrangements for the Trust would present risks relating to strategic leadership capacity and capability, compliance with regulatory frameworks and codes (CQC Well-Led Framework, NHS Code of Governance, NHS Provider License), and reputation.

5. RECOMMENDATIONS

- 5.1 The Board notes the developments in Board governance as outlined in this report.
- 5.2 The Board approves the changes to committee membership as proposed in 2.2 of the report.

David O'Brien
Director of Corporate Services and Company Secretary

September 2025