Ref.	NHSA Recommendation	Actions	Owner	Corporate Governance Lead	Committee	Target deadline	Evidence	Comments	Statutes
1	The Trust needs to demonstrate increased grip and pace over progress against the recommendations following the external reviews into Maternity and Neonatal services.	Ensure scheduled PIAC meeting time is sufficient for volume of reports	Chief Nurse, CMO	JB/ WE	PIAC	Ongoing	Annual Cttee Effectiveness Review Q4	A revised sub-committee structure has been implemented to support the PIAC; this includes the PIAG and a new Quad CSU Leadership is in place who are taking ownership of streamlining reporting and ensure they fulfil an assurance function. PIAC are also reviewing their forward plan and timings of meetings have been lengthened to ensure sufficient time. Re reviewed ToR for PIAC to align with PIAG.	In progress; requires embedding and evidence over time
2		Clarity in reporting to ensure PIAC Cttee can fulfil its assurance function - agree a single, prioritised delivery and assurance framework for all external maternity and neonatal review recommendations				Ongoing	Annual Cttee Effectiveness Review and confirmed Board assurance		In progress; requires embedding and evidence over time
3	The Trust should consider increasing the current profile and focus in Board meetings held in public of delivery against the Trust's strategic framework.	Schedule routine public Board reporting on delivery of the Trust strategy and enabling strategies.	Director of Transformation	JB/ VH	Board		Forward Plans and Board minutes	Board forward plan updated to include increased strategic reporting in public. Actioned requires evidence over time	In progress required evidence over time
4	The Trust should consider increasing the relative balance of quantitative and qualitative feedback at Board and Committees in line with our commentary within the report.	Revise Board and Committee reporting so that staff and patient experience, FTSU, PALS, complaints, social media sentiment and service-visit intelligence are considered alongside quantitative performance data.	Chief Nurse, CPO, Director of Communications	VH/ WE	People and QAC		Reports and Annual Cttee Effectiveness Review	This needs to be evidenced more within reporting; including leadership Walkrounds	In progress
5		Consider ordering of Board agenda to reflect risk and performance concerns (example of FtSU)	Director of Corporate Affairs					Agenda currently structured to mirror NHS Provider Capability Assessment domains; immediate and escalating concerns are taken at the start of the agenda through the CEO update/ Matter arising (we have moved IQPR higher in the agenda flow)	**No Action**
6	The Trust should consider how it can better utilise its analytical, reporting and audit capabilities to generate greater proactive triangulation of assurances. This should include wider learning from the various external reviews conducted to date.	Establish a cross-functional assurance and intelligence process to triangulate data, identify themes, hotspots and not-spots, and capture wider learning from external reviews and audit activity.	Executives	JB	All	Ongoing	Triple AAA reports; minutes and Annual Cttee Effectiveness Review	Note use of IQPR; benchmarking data; cross committee membership and escalations	In progress
7	The Trust should consider strengthening CSU to Board assurances as part of the proactive triangulation of assurances.	Define and implement a consistent CSU-to-Board assurance route through the Integrated Assurance Framework, including outcomes, exceptions, management actions and escalation thresholds.	COO, Executives	JB	All			We have implemented IAF from May 2026 with revised CSU reporting structure in the 5 Directorate Patch Teams then reporting assurance or escalation to Executive Team. Phase 2 NHSA Well-led work will 'test' how this is working and embedding into Q3 &4. Refine flow of assurance report to Board on IAF	In Progress
8	The Trust should consider strengthening and rolling out the current shadow Board programme to ensure that all senior leaders understand the role and purpose of a Board and its committees and how individuals can support Board and committee meeting effectiveness.	Refresh and expand the shadow Board programme, with clear learning objectives covering Board and committee roles, assurance, paper writing, challenge and effective attendance.	CPO, Director of Corporate Affairs	SD/NH	-	Launch 31 Jan 2027		Programme is being reviewed - 'all senior leaders understand the role and purpose of a Board and its committees and how individuals can support Board and committee meeting effectiveness'. By mid December 2026 for launch 31 January 2027.	In progress
9	The Trust should consider reviewing the logistics on Board days with a view to being more disciplined around content of meetings held in public and private and separating out Board seminar topics into a separately named session with a natural break in between meetings.	Redesign Board-day arrangements to separate public, private and workshop business, introduce a natural break between sessions and confirm criteria for private business.	Director of Corporate Affairs	JB/ VH	-	01-Oct-26	Structure of Agendas. Positive Board feedback	Board agenda's updated; public flipped to AM and afternoons moving to Private Board and workshop (Seminar) business with a break in between; focus of Timeout meetings will be strategy and development	Completed
10	The Trust should consider utilising Board and Executive development time to continue to reinforce roles, responsibilities, ways of working and expectations of a unitary Board and well-led organisation until such times that this is embedded.	Use the approved Board development programme, and the work with the Executive programme to reinforce unitary Board behaviours, roles, responsibilities, psychologically safe challenge and expectations of a well-led organisation.	Chair, CEO, Director of Corporate Affairs.	JB, SD	-	Ongoing	Board development plan. Executive Team development plan	Board Development Plan (approved March 2026) and Executive Programme in place and development taking place through Board Timeout and Workshop meetings and Executive Timeout sessions. Confirmation of LTHT Board in cohort 3 of NHS E Board Development Programme - NHS College of Leadership and Management.	Actioned - **in progress required evidence over time**
11	The Trust should review the effectiveness of its current approach to 'Triple A' style reporting and the use of its 'blue box' methodology and ensure that their purpose and use is fully understood by committee members/attendees.	Review and standardise Triple A and blue-box reporting, including definitions, templates, and escalation expectations	Secretariat, Cttee Chairs	VH/ JB		Ongoing	Cttee Chairs triple A reports	Update on triple AAA process and assurance language at October Board Timeout; definition of Blue Box purpose included on each agenda. Triple A Cttee Chairs report template in place and continue to work to mature reports.	In progress, with further development to mature the reports
12	The Trust should consider formalising its approach to its Board development programme.	Board approved a development Plan in March 2026 - ongoing updates to reflect progress during the year	Chair, CEO, CPO, Director of Corporate Affairs	JB		Ongoing	Board development plan and audit trail in year delivery.	link to action 10; Board Development plan in place (approved March 2026) with ongoing update for audit trail of content.	Actioned - **requires evidence over time**
13	Board skills matrix and succession planning to ensure they support delivery of Trust strategy.	Board Succession Plan underpinned by skills matrix, gap analysis, EDI in development.				Dec 2026 Rem Co	Succession plan (Skills metrics)	Succession plan (underpinned by skills metrics) to report to Dec Rem Co	To be reviewed & approved by Rem Cttee - 2 Dec 2026
14	The Trust should consider reviewing Committee membership / attendance to increase the clinical voice where none exists currently & CDIO member of F&P Cttee.	Review committee membership and attendance and introduce an appropriate clinical voice where it is currently absent, particularly at Audit Committee and Finance and Performance Committee.	Secretariat	VH/JB	F&P and Audit	01-Oct-26	Annual Cttee Effectiveness Review	KC and RH as members of F&P; DoQ in attendance at Audit Cttee	Completed
15	The Trust should consider holding a stock take of the revised Committee arrangements and talking into account the findings from this review, consider any further changes necessary to ensure that the revised arrangements are delivering the required benefits.	Undertake a formal stocktake of the revised committee structure, including remit, workload, frequency, membership, duplication, digital and estates oversight, and benefits realised.	Secretariat	VH	-	by end of Q4	Annual Cttee Effectiveness Review	This was mapped out as part of the Cttee restructure; forward plans remain flexible and are reviewed annually; further stocktake can take part as part of the annual review cycle of each Cttee that will take place during Q4. We will work with NHSA on the design of the questionnaire for the Cttee Self-assessment. Consideration to be given	In progress - review completed by end of Q4
16	The Trust should consider whether there is merit in better utilising existing arrangements to support greater evidence of cross committee referrals to support triangulation of assurances.	Introduce a formal cross-committee referral process that records the purpose of each referral, required response, accountable lead, deadline and closure evidence.	Secretariat	JB/ VH	All	1 Oct 2026 & Ongoing	Cttee agenda & Minutes	This exists within standing items - ongoing action by each Cttee Chair. To continue support (where appropriate) cross staffing of reports as Blue Box items if helpful context between Cttees	Actioned - **requires evidence over time**
17	The Trust should consider ways in which it can shift risk based discussion from a transactional approach to a more mature consideration of the effectiveness of the management of risks within the Trusts stated risk appetite.	Strengthen BAF and discussions to focus on control effectiveness, assurance gaps, SMART management actions, risk trajectory and performance against risk appetite.	Director of Transformation, All Board members (esp. Cttee Chairs)	JB	All	26 Nov 2026 & ongoing	Revised BAF & new approach to use in Cttees	Review of BAF to be approved at November 2026 Board meeting. Ongoing work by Cttees to use this new format moving forward. On going work to CRR and RMC	Actioned - **requires evidence over time to embed**
18	The Trust should consider the purpose of reporting the IQPR into Board and ensure that the report is received and responded to in accordance with this.	Clarify the purpose of the IQPR at Board, identify the matters requiring Board scrutiny or decision, and revise presentation and agenda time accordingly.	COO, Execs	JB	Board		Board minutes	Refinement to the content of the IQPR, actual report moved to higher place in public Board agenda for more discussion.	in progress
19	Board - need to be more joined up on cultural issues (page 15) and have a less mechanical EDI action plan (page 16); various improvements to BAF processes (page 21); greater equality on Board service visits for NEDs (page 20); more breaks in Board meeting (page 19)	Develop a joined-up approach to Board oversight of culture and convert the Inclusion and Belonging Programme into an outcome-focused plan with measurable benefits.	CPO	WE	People			Work ongoing and regularly report to Board (e.g. Belonging & Inclusion updates); note reset of values and updated strategy. Board visits drive for wider representation across NEDs (to also include the NED support to the Inclusion Calendar events for wider Ward to Board audit trail). Breaks in meetings on-going action when scheduling agendas. BAF revision and approval at 26 Nov Board - on going work to embed use in Cttees during Q4 and into new financial year.	In progress
20	FPC - timing of reporting into Board meetings (page 17); better oversight of capital programme (page 49); better use of BAF and deep dives to gain greater assurance on risk issues (page 50), consider digital oversight arrangements - strategic and operational matters (page 51)	Review Finance and Performance Committee reporting timelines, capital programme oversight, and alignment of BAF risks with dynamically selected deep dives.	Secretariat/ CRO, E&F, CDIO	VH, JE, CR, PJ	F&P	ongoing	Use of Triple A Cttee Chair report to Board. New report to F&P Cttee	Reporting cycle of data, can't move actual Cttee meeting. Cttee Chair to provide assurance associated with written triple A cttee report vs verbal update from the meeting the day before. SFI delegate Capital Programme to CFO (hence not about approval) and will work to give more oversight reporting progress to Cttee. New report to consolidate Capital Delivery (to include E&F and DIT) Turnaround Exec and IAF feedback.	In progress
21	QAC - reschedule workplan to fit better with agendas	Rebalance the Quality Assurance Committee work plan and agendas so that sufficient time is available for priority assurance matters.	Secretariat	VH	QAC	15 October 2026	Annual Cttee Effectiveness Review	This has been actioned within updated workplan and revised sub-Cttee structure	Completed

22	PC - strengthen alignment of workplan with agendas (page 41); review workforce metrics (page 44). Reports need to be strengthened – clarity and purpose of each. Shorten time presenting - more discussion . Reports need - evidence base, narrative of assurance for understanding of the metrics, PIF and IAMs data	Align the People Committee work plan and agendas, and redesign workforce metrics to provide concise, outcome-focused assurance with clear actions, trajectories and timescales.	CPO	WE	People		forward plan and agendas	Discussed at the People Committee and work taking place. All senior leaders will use the standard template for reports to the Cttee and understand the content required for reports to provide assurance, advice and alert – (and the difference of assurance vs re-assurance – underpinned by evidence). Data will be supported by narrative within the reports. Presentation slide deck shared with agenda and reports - aiming to reduce presentation time within the meeting - hence more time for discussion.	In progress
23	The Trust should consider our comments in relation to our review of corporate documents and make any necessary changes (see constitutional governance section and administrative considerations).	Complete the amendments recommended within the Standing Orders and ToR; specifically committee membership and quoracy, Associate NED status, terminology, accountability, gender-neutral language, and statutory references	Secretariat	VH	Board	26 November 2026	Board approval of SO updates	VH has addressed terminology in SO's; ToR updated and presented to November 2026 Board for approval of amendments (including Cttee ToR, work plans), SFIs and Scheme of Delegation	Completed for Board approval 26 Nov mtg