

Group Trust Board Meeting in Public

Date: Wednesday, 19 November 2025

Time: 13:00 to 15:45

Location: Woodlands House, Norwich NR2 3TY

Members:

Lynda Thomas	Group Chair
Charlotte Black	Non-Executive Director
Sarah Buchan	Chief Information Officer
Laura Clear	Director of Strategy and Transformation
David Crawford	Non-Executive Director
Anna Gill	Non-Executive Director
Rachel Hawkins	Director of Corporate Affairs
Kate Howard	Chief Nursing and Allied Health Professional Officer
Dr Caroline Kavanagh	Chief Medical Officer
John Kennedy	Non-Executive Director
Angela Moodie	Chief Finance and Resources Officer
Anita Pisani	Chief People Officer and Deputy Chief Executive
Jayne Sharma	Associate Non-Executive Director
Matthew Winn	Chief Executive Officer
Njoki Yaxley	Non-Executive Director

In Attendance:

Lucy McNeill, Board and Committee Support Officer

Apologies:

Sarah Feal, Company Secretary and Freedom to Speak Up Guardian
Mani Sharma, Non-Executive Director

Agenda

No.	Time	Mins	Agenda Item	Decision	Enclosure	Lead
Patient Story						
-	13:00	(30)	Mary's Story... South Place Community Occupational Therapists	Discuss	Verbal	Chief Nursing and Allied Health Professional Officer
Opening Actions						
1.	13:30	(5)	Welcome and apologies	-	Verbal	Chair
2.	-		Disclosure of interests • Register of Interests	Approve	Report	Chair
3.	-		Minutes of the previous meetings 24-09-2025 and matters arising	Approve	Report	Chair
4.	-		Review of action tracker	Approve	Report	Chair
Reports						
5.	13:35	(5)	Chair's Update	Discuss	Verbal	Group Chair
6.	13:40	(20)	Chief Executive's Report: <ul style="list-style-type: none"> • Freedom to Speak Up • Medical Revalidation and Appraisal • Emergency Preparedness, Resilience and Response • Provider Capability Self-Assessment • Building Trust Programme Update (verbal) 	Note	Report	Chief Executive Officer
Part A - Assurance on current Quality, Finance, Workforce and Performance Issues						
7.	14:00	(30)	Integrated Governance and Performance Report: <ul style="list-style-type: none"> • Service Assurance Committee(s) Key matters • Balanced Scorecards 	Approve	Report	Executive team

			• Themes			
Key matters and escalations (when required) from committees						
8.	14:30	(5)	Quality	Note	Report	Committee Chair
9.	14:35	(5)	Finance and Infrastructure	Note	Report	Executive lead
10.	14:40	(5)	Remuneration	Note	Report	Committee Chair
Break (15 minutes)						
Part B - Strategy – Looking Forward						
11.	15:00	(15)	Group People Priorities	Note	Report	Chief People Officer and Deputy Chief Executive
12.	15:15	(10)	Future Focus - Summary of Progress on actions supporting delivery of the Group's Strategic Priorities	Note	Report	Director of Strategy and Transformation
Assurance and Compliance						
13.	15:25	(10)	Group Board Assurance Framework	Approve	Report	Director of Corporate Affairs
Other						
14.	15:35	(5)	Questions from stakeholders	Discuss	Verbal	Chair
Closing Actions						
-	15:40	(5)	Any Other Business	-	Verbal	Chair
Date of next meeting: 28 January 2026, Units 7-8 Meadow Park, Meadow Lane, St Ives PE27 4LG						
Close						