

Trust Board Meeting in Public

Date: Wednesday, 30 September 2026

Time: 13:00 to 15:35

Location: Woodlands House, Norwich

Members:

Lynda Thomas	Trust Chair
Sarah Buchan	Chief Information Officer
Laura Clear	Director of Strategy and Transformation
David Crawford	Non-Executive Director
Anna Gill	Non-Executive Director
Dr Caroline Kavanagh	Chief Medical Officer
John Kennedy	Non-Executive Director
Dr Ursula Montgomery	Associate 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
Mani Sharma	Non-Executive Director
Matthew Winn	Chief Executive Officer
Njoki Yaxley	Non-Executive Director

In Attendance:

Claire D'Agostino	Assistant Director of Allied Health Professionals
Lucy McNeill	Board and Committee Support Officer
Garrett Turbett	Associate Director of Estates (<i>item 7</i>)
Liz Webb	Deputy Chief Nurse (Safety & Safeguarding)

Apologies:

Charlotte Black	Non-Executive Director
Sarah Feal	Company Secretary and Freedom to Speak Up Guardian
Rachel Hawkins	Director of Corporate Affairs
Kate Howard	Chief Nursing and Allied Health Professional Officer

Agenda

No.	Time	Mins	Agenda Item	Decision	Enclosure	Lead
Patient Story						
-	13:00	(30)	Willie’s Story – Virtual Ward Norfolk	-	Verbal	Deputy Chief Nurse (Safety & Safeguarding)
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 meeting 22 July 2026 and matters arising	Approve	Report	Chair
4.			Review of action tracker	Approve	Report	Chair
Reports						
5.	13:35	(5)	Chair’s Update	Note	Verbal	Chair
6.	13:40	(15)	Chief Executive Officer’s Report • Annual Safeguarding Report • Provider Capability Self-Assessment • Winter Plan Board Assurance Statement • Governance Manual Review • Medical Revalidation Annual Report / Resident Doctors 10-point plan and Guardian of Safe Working Hours	Approve	Report	Chief Executive Officer
Strategy						
7.	13:55	(20)	Green Plan Update	Discuss	Report	Associate Director of Estates

No.	Time	Mins	Agenda Item	Decision	Enclosure	Lead
-	14:15	(10)	Break	-	-	-
Assurance on Quality, Finance, Workforce and Performance						
8.	14:25	(30)	Integrated Governance and Performance Report	Approve	Report	Executive
9.	14:55	(10)	Learning from Deaths, Quarter 1 (2026-27)	Note	Report	Deputy Chief Nurse (Safety & Safeguarding)
Key Matters and Escalations from Committees						
10.	15:05	(5)	Quality	Note	Report	Committee Chair
11.	15:10	(5)	Finance and Infrastructure	Note	Report	Committee Chair
Assurance and Compliance						
12.	15:15	(10)	Trust Board Assurance Framework	Approve	Report	Chief Executive Officer
Engagement						
13.	15:25	(5)	Questions from stakeholders	Discuss	Verbal	Chair
Closing Actions						
-	15:30	(5)	Any Other Business	-	Verbal	Chair
Date of next meeting: 18 November 2026 Time: 13:00 Location: Kings House, Bedford						
Close						