East of England Community Health and Care NHS Trust

East of England Community Health and Care NHS Trust
Annual General Meeting on behalf of
Norfolk Community Health and Care NHS Trust and
Cambridgeshire Community Services NHS Trust

Date: Wednesday, 30 September 2026

Time: 15:50 to 16:20

Location: Woodlands House, Bowthorpe Road, Norwich NR2 3TU

Members:

Lynda Thomas	Trust Chair (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
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
Matthew Winn	Chief Executive Officer
Njoki Yaxley	Non-Executive Director

In Attendance:

Vicky Brooke	Associate Director of Communications and Marketing
Lea Fountain	Associate Director of Communications and Engagement
Lesley Luscher	UNISON Branch Secretary and Staffside Secretary
Lucy McNeill	Board and Committee Support Officer
Del Mitchell	Deputy Chief Nurse
Dr Duduzile Musa	Deputy Medical Director
Jayne Rose	Project Manager, Estate Investment
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
John Kennedy	Non-Executive Director
Mani Sharma	Non-Executive Director

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Minutes

1.0	Welcome and apologies
1.1	The Chair welcomed all attendees to the first Annual General Meeting of the East of England Community Health and Care NHS Trust combining the public presentation of the final Annual Reports and Accounts of Cambridgeshire Community Services NHS Trust and Norfolk Community Health and Care NHS Trust following the merger that took effect on 1 April 2026. Apologies were noted as above.
2.0	Opening Presentation
2.1	The Chief Executive delivered a presentation which set out the performance and achievements of the legacy organisations, Cambridgeshire Community Services NHS Trust (CCS) and Norfolk Community Health & Care NHS Trust (NCHC), during 2025/26, prior to the establishment of East of England Community Health and Care NHS Trust on 1 April 2026. Members noted that the year had been characterised by significant organisational change, including the formation of an NHS Group arrangement and subsequent merger. The presentation outlined the challenges facing the NHS, including increasing demand for services, growing patient complexity and financial pressures, whilst highlighting the opportunities presented by the NHS strategic focus on prevention, community-based care and digital transformation. Significant progress had been made by both organisations in delivering high-quality patient care and improving services. Key achievements included the expansion of virtual wards and rapid response services, continued development of integrated health and social care partnerships, improvements in children's services and sexual health provision, and initiatives aimed at reducing health inequalities and improving access to care for underserved communities. Members were advised of several external awards and recognitions received during the year, reflecting achievements in areas including innovation, workforce development, care co-ordination, staff wellbeing and support for the Armed Forces community. The presentation highlighted positive patient experience results across both organisations, with Friends and Family Test feedback demonstrating consistently high levels of patient satisfaction. The Board also noted strong staff survey outcomes, including national recognition for staff engagement, leadership and the positive working environment across both Trusts.

	The Board received assurance regarding the financial performance of both organisations during the year. Despite a challenging financial environment, both trusts achieved their financial targets, delivered significant efficiency savings and maintained strong cash positions. Members noted that both organisations entered the new Trust from a position of financial stability, whilst recognising the ongoing need to reduce reliance on non-recurrent savings in future years. Financial results for each Trust were: **Cambridgeshire Community Service NHS Trust** • £1.7m surplus • £8.6m efficiencies delivered • £8.5m Year-end cash • £4.9m Capital investment **Norfolk Community Health & Care NHS Trust** • £1.6m surplus • £8.8m efficiencies delivered • £40.1m Year-end cash • £11.3m Capital investment The considerable contribution of staff, volunteers, governors, partners and stakeholders throughout the year was acknowledged by the Board, recognising the significant achievements delivered during a period of substantial organisational transition.
3.0	Questions from the audience
3.1	No questions were raised.
4.0	Approval of Norfolk Community Health & Care NHS Trust Annual Report and Accounts for 2025-26
4.1	The Trust Board **approved** the Annual report and Accounts for 2025-26.
5.0	Approval of Cambridgeshire Community Services NHS Trust Annual Report and Accounts for 2025-26
5.1	The Trust Board **approved** the Annual report and Accounts for 2025-26
-	Any Other Business
-	There were no matters raised.