

## Group Trust Board Meeting in Public

**Date:** Wednesday, 16 July 2025

**Time:** 13:00 to 16:00

**Location:** King's House, 245 Ampthill Road, Bedford MK42 9AZ

### Members:

Lynda Thomas, Group Chair (Chair)  
Sarah Buchan, Chief Information Officer  
Laura Clear, Director of Strategy and Transformation  
David Crawford, Non-Executive Director  
Anna Gill, Non-Executive Director  
Kate Howard, Chief Nursing and Allied Health Professional Officer  
Dr Caroline Kavanagh, Chief Medical Officer  
John Kennedy, Non-Executive Director  
Graham Nice, Non-Executive Director  
Anita Pisani, Chief People Officer and Deputy Chief Executive  
Matthew Winn, Chief Executive Officer  
Njoki Yaxley, Non-Executive Director

### In Attendance:

Sarah Feal, Company Secretary and Freedom to Speak Up Guardian  
Lea Fountain, Associate Director of Communications  
Mark Robbins, Director of Finance, Cambridgeshire Community Services NHS Trust  
Jade Schiebler, Interim Director of Finance, Norfolk Community Health and Care NHS Trust

### Apologies:

Rachel Hawkins, Director of Corporate Affairs

## Minutes

0.0	Patient Story
0.1	<p>The Group Trust Board watched a video, which was prepared to highlight the care provided to Kath by the pulmonary rehabilitation team.</p> <p>Kath shared her story, supported by Helen, a pulmonary rehabilitation therapist, highlighting the experience following her admission.</p> <p>This included the significant impact on her health and recovery, detailing her health journey, including her work, family life, and the onset of her respiratory issues, leading to her referral to the Luton and Dunstable hospital respiratory team.</p> <p>The pulmonary rehabilitation helped Kath to understand her condition, exercise, and challenge her consultants, ultimately aiding her survival and recovery.</p> <p>The challenges she faced during her health journey were discussed, including the lack of support for her family and the importance of understanding her condition.</p> <p>The team emphasised the importance of educating patients about their conditions to empower them to participate in their care and challenge health professionals when necessary.</p>
1.0	Welcome and apologies
1.1	The Chair welcomed all to the meeting and apologies were noted for Rachel Hawkins, Director of Corporate Affairs.
2.0	Disclosure of interests
2.1	<p>Members confirmed they had no additional declarations of interest in relation to items on the agenda or new interests to declare.</p> <p>They also reconfirmed current declarations on the Group Trust Board Register of Interests were accurate and up to date and confirmed that all offers of Gifts and Hospitality received in the last 28 days had been registered with the Company Secretary.</p>
3.0	Minutes of the previous meeting and matters arising
3.1	The minutes of the meeting held on 21 May 2025 for the Group Trust Board were <b>approved</b> as an accurate record.

4.0	Review of action tracker
4.1	<p>There were nine action status updates provided on the action tracker, and six which were recommended for closure (2, 3, 4, 5, 8 and 9) and agreed. The Board Assurance Framework mitigation document had been provided at the meeting, and this action (7) was also closed. Two actions (1 and 6) were on track and carried forward.</p> <p>The Group Trust Board <b>noted</b> the updates provided and <b>agreed</b> the actions could be closed.</p>
5.0	Chair's Update
5.1	<p>An update was provided on the Non-Executive Director recruitment, and Mani Sharma will commence in role on 1 September 2025. Jayne Sharma an Associate Non-Executive Director has also been appointed and will commence in role from 1 October 2025.</p> <p>The Group Trust Board <b>noted</b> the update.</p>
6.0	Chief Executive's Report
6.1	<p>The report was introduced, and the following points were highlighted.</p> <p>A summary of the 10-year health plan was outlined summarising the three shifts that the Government has already prioritised to develop: models on neighbourhood care, improvements in digital, and the development of a full patient record from all NHS providers.</p> <p>The new Oversight Framework was discussed, which sets out how the Trust(s) will be assessed in the future alongside a range of agreed metrics.</p> <p>The Dash review into patient safety and nine recommendations were noted.</p> <p>The functions of the National Guardian's Office are being transferred, and it was confirmed the Trust(s) will continue to maintain a Guardian function in the future.</p> <p>An update was provided on the local government reorganisation in Norfolk and Cambridgeshire, highlighting the potential impact on NHS services and the need for collaboration.</p> <p>The Quality Accounts have been published in line with the required statutory timeframe.</p> <p>The Group Trust Board <b>noted</b> the update.</p>

7.0	Group Integrated Governance and Performance Report
7.1	<p>The new style report was introduced and the format and content change outlined. The report highlighted key areas of concern, including incident reporting, safety measures, and staffing levels. <b>Reasonable</b> assurance was recommended from the Group Executive team, and the following points were highlighted.</p> <p>The Integrated Contraception and Sexual Health service was acknowledged for their intervention provided to a patient who suffered a cardiac arrest within their service.</p> <p>The redesign of children’s services in the Norfolk geography was discussed and it was noted there are issues currently. The new services will need to cross boundaries and will also need to be commissioned in an integrated manner going forward.</p> <p>The importance of incident reporting was discussed and the discrepancy in figures across the Trust(s) highlighted, which was advised to be down to the reporting and type of each Trust. The need to review low and no harm incidents to improve patient care and the implementation of safety measures to prevent incidents and ensure patient safety was noted. There had been no patient safety investigations or never events that occurred within the last two months for either Trust.</p> <p>There has been an increase in non-accidental injuries for children and babies, and there is work underway to investigate this.</p> <p>The use of artificial intelligence in predicting falls and the potential for implementing similar measures in services is being investigated.</p> <p>An update on current safeguarding staffing levels and the challenges faced in maintaining adequate staffing were emphasised, including the importance of safeguarding measures and the need for supervision in adult services. A new passport approach for documenting safeguarding training and supervision activities over a three-year period is being implemented as a pilot.</p> <p>The medicines optimisation and governance group are being brought together and will provide a wider focus from policy to include patient safety. Insulin incidents remain stable.</p> <p>Friends and family feedback remains high across both organisations.</p> <p>The fragility of the audiology and dietetic services were mentioned.</p> <p>The workforce indicators highlighted an underperformance in sickness management targets and appraisal rates. Exit data is captured and reviewed to understand why individuals leave.</p>

	<p>Both Trust(s) are on track to deliver their financial plans. Norfolk Community Health and Care NHS Trust are achieving delivery of efficiency savings, £90k ahead of plan and Cambridgeshire Community Services NHS Trust delivered efficiency savings that were £200k ahead of plan.</p> <p>The Group Trust Board <b>noted</b> the update and <b>agreed</b> the assurance rating.</p>
8.0	Learning from Deaths Q4 Report
8.1	<p>The report was introduced, which considered both expected and unexpected deaths to seek to learn from care that could have been better and good care.</p> <p>There have been no deaths in the Integrated Contraception and Sexual Health service related to human immunodeficiency virus.</p> <p>A national focus is underway with Health Visitors and pre-school children receiving vaccinations to make sure these are up to date.</p> <p>The fast-track process and associated templates are being updated to improve the patient pathway.</p> <p>The Group Trust Board <b>noted</b> the update.</p>
9.0	Group Quality Committee
9.1	<p>The key matters and escalation report to the Group Trust Board was introduced. The committee chair wanted to highlight there were no formal escalations to the board, and the Quality Accounts have been approved by the Committee and highlight the work from both Trust(s) which ensures a good quality experience.</p> <p>Both Trust(s) are working together on a single Duty of Candour process.</p> <p>The Group Trust Board <b>noted</b> the update.</p>
10.0	Group Finance and Infrastructure
10.1	<p>The key matters and escalation report to the Group Trust Board was introduced. The committee chair wanted to highlight the progress being made against efficiency savings including the £4.6m of schemes yet unidentified and noted the importance of not seeing detriment to service delivery.</p> <p>Mark, Jade and Emma were thanked for the support they provided to the board.</p> <p>The Group Trust Board <b>noted</b> the update.</p>

11.0	Group Audit and Risk
11.1	<p>The key matters and escalation report to the Group Trust Board was introduced. The committee chair wanted to highlight the phenomenal job the teams had done for the completions of the Annual Reports and Accounts, which had been approved.</p> <p>The Group Trust Board <b>noted</b> the update.</p>
12.0	Group Charitable Funds
12.1	<p>The key matters and escalation report to the Group Trust Board was introduced. The committee chair wanted to highlight an interim fundraiser was being recruited to work across both Trust(s).</p> <p>The Group Trust Board <b>noted</b> the update.</p>
13.0	People Participation and Equalities
13.1	<p>The key matters and escalation report to the Group Trust Board was introduced. The committee chair wanted to highlight there were no escalations and lots of positive work happening across both Trust(s). There is currently partial assurance on the rollout of AccessAble due to 14 sites still outstanding.</p> <p>The Group Trust Board <b>noted</b> the update.</p>
14.0	Group Strategy / Building Trust Programme – Future Focus
14.1	<p>The progress of the annual plans and the importance of forward planning to ensure the successful delivery of future projects were discussed.</p> <p>Confirmation was provided that the yellow highlighting on the sun ray diagrams indicated an activity that hadn't been completed, and which were being carried forward. An update on the incomplete actions had also been provided in the narrative.</p> <p>A discussion took place on alignment of the diagrams going forward at the Service Assurance Committees, and consensus reached to include a benefits realisation from the services deliverables, so it was more explicit.</p> <p><b>ACTION: The Director of Strategy and Transformation to work with the Directors of Service to include a section in the Service Assurance Committees to explicitly state the benefits realised from service deliverables.</b></p> <p>The Group Trust Board <b>noted</b> the update.</p>

15.0	Group Board Assurance Framework
15.1	<p>There are currently 11 risks on the Board Assurance Framework for 2025-26. <b>Reasonable</b> assurance was recommended from the Group Executive team, and the following points were highlighted.</p> <p>Two internal audits against the Cyber Assessment Framework for each Trust had both received positive assurance against Risk 3709 related to Cybersecurity.</p> <p>The Head of Internal Audit is attending a board development session to facilitate a risk management development session to support the board set the risk appetite and tolerances going forward.</p> <p>The Group Trust Board <b>noted</b> the update and <b>agreed</b> the assurance rating.</p>
16.0	Questions from stakeholders
16.1	There were none received.
17.0	Any Other Business
17.1	<p>Recent achievements were shared, including the gold award for the baby-friendly team and the gold Employment Recognition Scheme award for Cambridgeshire Community Services NHS Trust.</p> <p>National QI week will happen during September, and the board were encouraged to join events.</p> <p>The meeting closed at 15:30.</p>
-	Date, time and location of next meeting
-	The next meeting will be held on 24 September 2025, 13:00, St Ives PE27 4LG