Board of Directors

Cambridge University Hospitals NHS Foundation Trust

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Excellent

There will be a meeting of the Board of Directors (held in Public)
on Wednesday, 9 September 2026 at 15:00
in the Committee Room,
Clinical School of Medicine, Addenbrooke's Hospital, Hills Road,
Cambridge, CB2 0SP

For members of the public who wish to observe this meeting they need to contact the Trust Secretariat for further details
(see further information on the Trust's website)

(*) = paper enclosed
(+) = to follow

AGENDA

General business			**Purpose**
15.00	**1**	**Welcome and apologies for absence**	For note
	2	**Declarations of interest** To receive any declarations of interest from Board members in relation to items open agenda items and to note any changes to their register of interest entries A full list of interests is available from the Chief Governance and Performance Officer on request	For note
	3	**Minutes of the previous Board meeting*** To approve the minutes of the Board meeting held in public on 10 June 2026	For approval
	4	**Board action tracker and matters arising not included on the agenda**	For review
15.10	**5**	**Patient story** To hear a patient story	For receipt
15.25	**6**	**Chair's report** To receive the verbal report of the Chair	For receipt

15.30	**7**	**Report from the Council of Governors*** To receive the report of the Lead Governor	For receipt
Performance, strategy and assurance			**Purpose**
15.35	**8**	**Board Assurance Framework*** To receive the report of the Chief Governance and Performance Officer	For approval
15.40	**9**	**Report from the Chief Executive Officer*** *The items in this section will be discussed with reference to the Integrated Performance Report and executive team report* 9.1 Safe and effective care (including nurse safe staffing report) 9.2 Access and operational performance 9.3 Finance 9.4 People 9.5 Strategy, major projects and innovation	For receipt
16:00	**10**	**Verita Report action plan update*** To receive the report of the Chief Medical Officer	For receipt
16:20	**11**	**Guardian of Safe Working Quarterly Update Report*** To receive the report of the Chief Medical Officer and Chief Nurse	For receipt
Items for noting			**Purpose**
16:40	**12**	**Board Committee Chairs' Alert, Advise, Assure reports** To receive the verbal reports of the Chair and Executive Director and Board Committee Leads 12.1 Transformation Committee: 10 June 2026; 15 July 2026 12.2 Performance and Finance Committee: 1 July 2026; 2 September 2026 12.3 Quality Committee: 1 July 2026; 2 September 2026 12.4 Audit Committee: 17 June 2026; 25 June 2026	For receipt
Other items			**Purpose**
16.50	**13**	**Any Other Business**	For note/ approval
16:55	**14**	**Questions from members of the public**	For note
	15	**Date of next meeting** The next meeting of the Board of Directors will be held on Wednesday, 9 December 2026 at 15:00	For note
17:00	**16**	**Close**	

Minutes of the meeting of the Board of Directors held in public on Wednesday 10 June 2026 at 11.00 via videoconference

Member	Position	Present	Apologies
Baroness S Morgan	Trust Chair	X	
Mr D Abrams	Non-Executive Director	X	
Ms N Ayton	Chief Executive	X	
Dr S Broster	Chief Medical Officer	X	
Mr J Crompton	Non-Executive Director	X	
Ms P Hird	Non-Executive Director	X	
Ms B Hughes	Chief Governance and Performance Officer	X	
Mr M Keech	Chief Finance Officer	X	
Ms S Jensen	Chief Digital and Infrastructure Officer	X	
Mr N Kirby	Interim Chief Operating Officer	X	
Ms A Layne-Smith	Non-Executive Director	X	
Prof P Maxwell	Non-Executive Director	X	
Dr J Morrow	Non-Executive Director	X	
Mr R Sivanandan	Non-Executive Director	X	
Prof R Smyth	Non-Executive Director	X	
Ms C Stoneham	Chief Strategy and Transformation Officer	X	
Ms L Szeremeta	Chief Nurse	X	
Mr D Wherrett	Chief People Officer	X	

In attendance	Position
Mr G Burgess	Chief of Staff
Dr J Brubert	Co-Chair of Resident Doctors Forum *(for item 31/26 only)*
Mr J Clarke	Trust Secretary (Minutes)
Dr S Goon	Guardian of Safe Working *(for item 31/26)*
Ms H Gallagher	Director of Midwifery *(for item 35/26 only)*
Ms J Leigh	Secretariat Officer *(for item 25/26 only)*
Prof M Parkes	Director of the Cambridge Biomedical Research Centre *(for item 25/26)*
Dr M Phillips	Co-Chair of Resident Doctors Forum *(for item 31/26 only)*
Dr H Rubinstein	Lead Governor

20/26 Welcome and apologies for absence

Apologies for absence are recorded in the attendance summary.