Improving together, Safer • Kinder • Better

Together we TALK
We are a Team • We are Accountable
We Learn and Improve • We are Kind

NHS Norfolk and Suffolk NHS Foundation Trust

Agenda for the Board of Directors Meeting in Public

to be held on 1st October 2026 at Main Hall, Hellesdon Hospital, Drayton High Road, Norwich, Norfolk, NR6 5BE.

A – Assurance, I –Information, D –Decision

Time	Item	Item	Presenter	Action	Paper/ Verbal	Committee History
09.30	**26.114**	Chair's welcome, apologies for absence and notification of any urgent business. Reminder of our values and behaviours.	Zoë Billingham	I	Verbal	N/A
09.32	**26.115**	Declarations of Interest	Zoë Billingham	A	Paper A	N/A
09.35	**26.116**	To approve the minutes of the previous public meeting, held on 6 August 2026	Zoë Billingham	D	Paper B	N/A
09.37	**26.117**	To address any matters arising from the minutes of the previous meeting and action log	Zoë Billingham	A	Paper C	N/A
09.40	**26.118**	TALK Award Winners July • Winner – Kirk Wilson • Runner Up – Trudi McManus (In attendance: Kirk Wilson, Catherine Dare, Trudi McManus, Hayley Penney)	Rebecca Driver	I	Verbal	N/A
09.55	**26.119**	Service User Experience *Feedback from service user or carer perspective of their experience of the Trust's services.*	Cath Byford	I	Verbal	N/A
10.10	**26.120**	Chair Report	Zoë Billingham	A	Paper D	N/A
10.20	**26.121**	Chief Executive Officer Report	Caroline Donovan	A	Paper E	N/A
10.30	**26.122**	Trust Strategy Update – Large Scale Change Programme *Status update against the delivery of the Trust Strategy through the Large Scale Change Programme*	Tom Davis	A	Paper F	N/A
10.40	**26.123**	Integrated Quality and Performance Report *The report assesses Trust delivery against all its key priorities and describes the improvements being made where these are required.*	Mark Ewins	A	Paper G	PFC
BREAK 10.50 – 11.00						
Improving Culture						

Time	Item	Item	Presenter	Action	Paper/ Verbal	Committee History
11.00	**26.124** 26.124a 26.124b	**People and Culture** • Performance Report – People and Culture • People and Culture Committee Chair's Report *These reports assess how well the Trust has met agreed targets and trajectories from a people perspective and summarises the key messages from the September meeting of the People and Culture Committee.*	Jeremy Over Paul Harrison	A	Paper H	PCC
11.10	**26.125**	Anti-Racism Charter (LSC: Race Equity) *To approve NSFT's Anti-Racism Charter.*	Jeremy Over	D	Paper I	PCC
11.20	**26.126**	Resident Doctors' 10 Point Plan *To provide an update on the Resident Doctor's 10 Point Plan.*	Faisil Sethi	A	Paper J	PCC
Improving Value						
11.30	**26.127**	**Finance** • Performance Report – Financial Performance *This report assesses how well the Trust has met agreed targets and trajectories from a financial perspective.*	Jason Hollidge	A	Paper K	PFC
11.40	**26.128**	Audit and Risk Committee Chair's Report *This report summarises the key messages from the September meeting of the Audit and Risk Committee.*	Julian Foster	A	Paper L	ARC
Improving Care						
11.50	**26.129** 26.129a 26.129b	**Quality** • Performance Report – Quality • Quality Committee Chair's Report *These reports assess how effectively the Trust is delivering safe, high-quality care and improving outcomes and experiences for service users, and summarise the key messages from the September meeting of the Quality Committee.*	Anthony Deery Oliver Shanley	A	Paper M	QC
12.00	**26.130**	CQC Update *To provide an update on the recent CQC visits.*	Anthony Deery	I	Verbal	N/A

Time	Item	Item	Presenter	Action	Paper/ Verbal	Committee History
12.10	**26.131**	Safer Staffing Report *This report provides assurance on inpatient staffing levels across the Trust and information on the nursing establishment biannual review.*	Anthony Deery	A	Paper N	QC
12.20	**26.132**	Learning from Deaths Quarterly Report (LSC: Quality and Safety) *This report provides an overview on the work on Learning from Deaths during Q1.*	Anthony Deery	A	Paper O	QC
12.30	**26.133** 26.133a 26.133b	**Mental Health Law Committee** • Mental Health Performance Report • Mental Health Law Committee Chair's Report *This report summarises the key messages from the September meeting of the Mental Health Law Committee.*	Faisil Sethi Helen Taylor	A	Paper P	MHLC
12.40	**26.134**	Service User and Carer Council Report *This report highlights the work of the trust-wide and locality-based Service User and Carer Councils*	Cath Byford	I	Paper Q	N/A
BREAK 12.50 – 13.00						
Improving Health						
13.10	**26.135** 26.135a 26.135b	**Performance** • Performance Report – Operational Performance • Performance and Finance Committee Chair's Report *These reports assess how well the Trust has met agreed performance targets and trajectories, and summarises the key messages from the September meeting of the Performance and Finance Committee.*	Gary O'Hare Julian Foster	A	Paper R	PFC
Consent Item						
13.20	**26.136**	Infection Prevention and Control Annual Report *To inform the Board of the Infection Prevention and Control work undertaken during the 2025/26 financial year.*	Anthony Deery	A	Paper S	QC
Business Items						
13.20	**26.137**	Questions from the Public on items related to the agenda	Zoë Billingham	I	Verbal	N/A
13.25	**16.138**	Have we lived our values during this meeting - acted as a team, held each other to account, ensured we are learning and improving and have been kind	Zoë Billingham	I	Verbal	N/A