Trust Board - 26th November 2026

Thursday 26 November 2026, 09:15 - 12:15

Room B2, Education Centre

Royal Surrey
NHS Foundation Trust

Agenda

09:15 - 10:15
60 min

1. Opening items

1.1. Welcome, introduction and apologies

Information *Group Chair*

1.2. Quality Improvement story

Assurance *Group Director of Neighbourhood Health*

1.3. Declarations of interest in the current agenda

Information *Group Chair*

1.4. Minutes of the previous meeting

Decision *Group Chair*

1.4 Public Board Draft Minutes 24th September 2026.pdf (15 pages)

1.5. Matters arising

Decision *Group Chair*

1.5 Matters Arising.pdf (1 pages)

1.6. Group Chair's report

Information *Group Chair*

1.7. Group Chief Executive's report

Information *Group CEO*

1.7 Group Chief Executive Report.pdf (6 pages)

1.8. Operational performance report

Assurance *Chief Operating Officer / Chief People Officer / Chief Nurse*

1.8 Operational Performance Report.pdf (2 pages)
1.8a Board Scorecard October 2026.pdf (47 pages)
1.8b Safe Staffing October 2026.pdf (1 pages)

10:15 - 11:15
60 min

AshworthAli 20/11/2026 10:30:32

2. Quality, people and patient experience

2.1. Quality and People Committee Chair's report

Assurance *Committee Chair (JDB)*

2.1 Quality and People Committee.pdf (5 pages)

2.2. 10-Point Plan for Maternity and Neonatal Services - update

Decision *Chief Nurse & Medical Director*

- 2.2 10-Point Plan for Maternity and Neonatal Services.pdf (7 pages)
- 2.2a 10-Point Plan for Maternity and Neonatal Services - Appendix 1.pdf (2 pages)
- 2.2b 10-Point Plan for Maternity and Neonatal Services - Appendix 2 - Redacted.pdf (10 pages)

2.3. Thirlwall Inquiry Response

Assurance *Chief Nurse*

- 2.3 Thirlwall Inquiry.pdf (6 pages)
- 2.3a Thirlwall Inquiry - Appendix 1.pdf (2 pages)
- 2.3b Thirlwall Inquiry - Appendix 2.pdf (1 pages)
- 2.3c Thirlwall Inquiry - Appendix 3.pdf (2 pages)

2.4. Learning from Deaths and End of Life care

Assurance *Medical Director*

- 2.4 Learning from Deaths and End of Life Care.pdf (6 pages)

Break - 10.40 - 10.50am

2.5. Lord Mann Review

Decision *Chief People Officer*

- 2.5 Lord Mann Review.pdf (12 pages)

2.6. Workforce planning and resourcing

Assurance *Chief People Officer*

- 2.6 Workforce Planning and Resourcing.pdf (11 pages)
- 2.6a Resourcing Action Plan.pdf (3 pages)

11:15 - 11:45
30 min

3. Finance, performance, transformation and digital

3.1. Finance Performance and Transformation Committee Chair's report

Assurance *Committee Chair (SS)*

- 3.1 Finance Performance and Transformation Committee.pdf (2 pages)

3.2. Month 7 finance report

Assurance *Finance Director*

- 3.2 Month 7 Finance Cover Sheet.pdf (4 pages)
- 3.2a Board Finance Update M7.pdf (19 pages)

3.3. Annual Planning 2027/28

Decision *Group Director of Strategy*

- 3.3 Annual Planning 2027-28.pdf (10 pages)

Ashworth Ali
20/11/2026 10:30:3

3.4. Emergency Preparedness, Resilience and Response

Assurance *Chief Operating Officer*

- 3.4 Emergency Preparedness Resilience and Response.pdf (4 pages)

3.5. Joint Digital Committee Chair's report

Assurance *Committee Chair (LG)*

3.5 Joint Digital Committee.pdf (2 pages)

11:45 - 11:55
10 min

4. Strategy, partnerships and system working

4.1. Group Strategic Committee Chair's report

Assurance *Group Chair*

4.1 Group Strategic Committee.pdf (5 pages)

4.2. Research Strategy Update

Assurance *Group Director of Strategy*

4.2 Research Strategy Update.pdf (8 pages)

11:55 - 12:10
15 min

5. Audit, risk and governance

5.1. Audit Committee Chair's report

Assurance *Committee Chair (NA)*

5.1 Audit Commttee.pdf (3 pages)

5.2. Governing Documents Review

Decision *Group CEO & Finance Director*

5.2 Governing Documents Review.pdf (2 pages)
5.2a Reservation of Powers.pdf (15 pages)
5.2b Standing Financial Instructions.pdf (67 pages)
5.2c Standing Financial Instructions - Scheme of Delegation.pdf (7 pages)
5.2d Audit Terms of Reference.pdf (11 pages)

5.3. Governance Working Group Chair's report - verbal update

Assurance *Group Chair*

5.4. Governance considerations in Health Bill uncertainty

Decision *Group Chair*

5.4 Governance Considerations during Health Bill uncertainty.pdf (8 pages)

5.5. Remuneration Committee Chair's report

Assurance *Group Chair*

5.5 Remuneration Committee.pdf (1 pages)

5.6. Remuneration Committee terms of reference

Decision *Group Chair*

5.6 Remuneration Committee Terms of Reference Cover Sheet.pdf (1 pages)
5.6a Remuneration Committee ToR.pdf (7 pages)

Ashworth Ali
20/11/2026 10:30:32

5.7. Statutory roles

Decision *Group CEO*