

Executive Management Committee and Transformation Board

Executive Management Committee 04 to 18 November 2025

The Executive Management Committee (EMC) meets three times a month and covers a range of subjects including progress against our strategic aims, performance monitoring, oversight of risk and significant financial decisions. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors and leads from the clinical care groups. The following provides an overview of some of the key areas considered by the committee this month:

| QUALITY & PERFORMANCE | PEOPLE | MONEY & PROPERTY SERVICES | GOVERNANCE & DIGITAL |
|---|---|---|---|
| Assurance | | | |
| Integrated Performance Report | Safe staffing report | Monthly finance, capital and workforce controls reports | Internal audit summary |
| Patient experience quarterly report | Standards of behaviour and conduct report | | Equality and Quality Impact Assessment report |
| Mortality and learning from deaths report | | | Organisational risk report |
| Clinical harms update | | | Digital Health programme board update |
| Maternity quality and safety reports | | | |
| Midwifery staffing report | | | |
| EPRR assurance report | | | |
| Approval | | | |
| School Age Immunisation service contract | | Green Plan | Medicines on admission |
| Information | | | |
| Research & innovation quarterly report | CARE Value awards | Capital projects update | Policies ratification report |
| Patient Safety Incident Investigation reports | Consultant appointment quarterly update | Business case process update | Minutes or summaries of EMC sub-groups |
| Organ & Tissue Donation annual report | | | Draft agenda for next meeting |
| Quality improvement projects on a page | | | |
| Care Group quality improvement portfolios | | | |

On 11 November, EMC discussed business planning for next year.

Transformation Board 28 October 2025

Transformation Board is an Executive-level meeting with clinical and operational leads from across the Trust and is dedicated to strategic projects and oversight of delivery of the operating plan. It is chaired by our Chief Digital and Transformation Officer and meets on a monthly basis covering transformation portfolio updates, strategic business cases, and quality improvement.

Approval

2026/27 breakthrough objectives
In-year financial improvement

Information

Strategy infographic
Planning update
System update

Discussion

Transformation Programmes: financial benefits